

THE CREDIT WORLD

THE OFFICIAL ORGAN OF THE



VOLUME IX

NUMBER 2

OCTOBER, 1920

A Magazine For the Retail Merchant
Who Extends Credit

Our mission is to eliminate the undesirable account, preach prompt payments and assist the credit manager to become the greatest business builder in any retail organization.



Dear Mr. Credit Man:

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The CREDIT WORLD



Official Organ of the

RETAIL CREDIT MEN'S NATIONAL ASSOC'N

Executive Offices

National Bank of Commerce Bldg.
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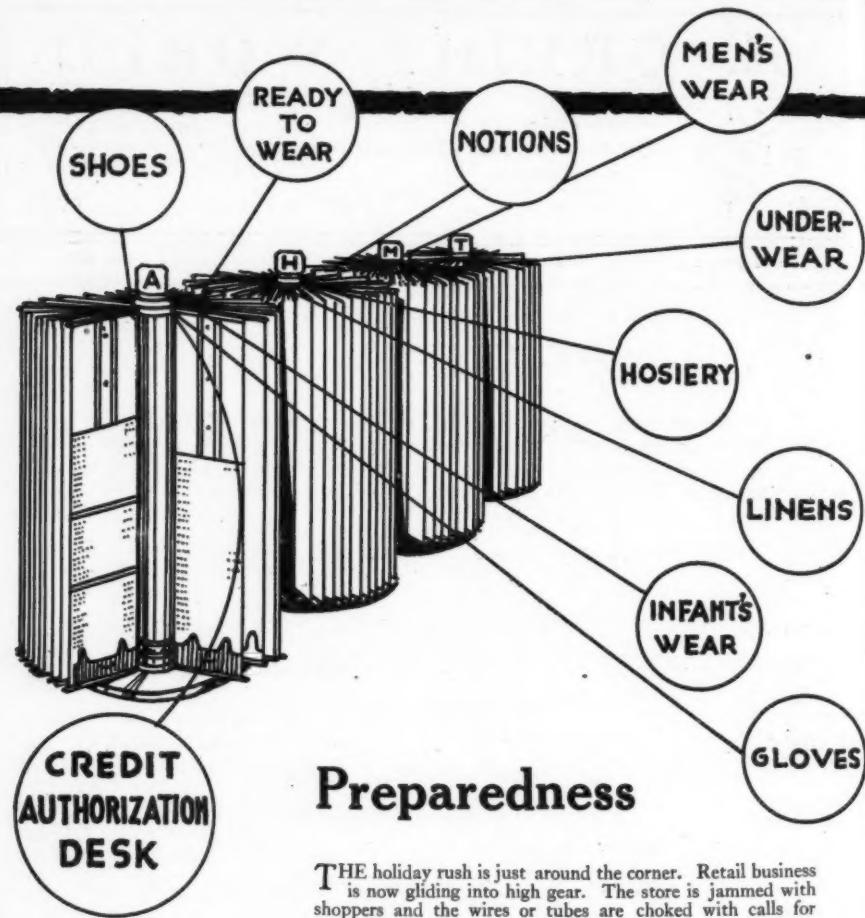
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Preparedness

THE holiday rush is just around the corner. Retail business is now gliding into high gear. The store is jammed with shoppers and the wires or tubes are choked with calls for credit authorization.

To maintain the quality service for which your store is noted you will find a faithful servant in Index Visible. For credit authorization, for delivery dispatching, for the bureau of adjustments, for personnel records, and for many other purposes Index Visible has been found to be the fastest visible card system on the market.

By its use one person can do the work of three or four. In most cases it has been found to pay for itself within six months.

INDEX VISIBLE practically eliminates the danger of misfiling. When this evil does creep in it is quickly detected.

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PRESIDENT LAWO'S LETTER

To Our Members:

Information and service of importance and value that is going to be made available to the entire membership through the work of the Credit Department Methods, Legislation and Credit Literature Committees, is briefly outlined in letters in this issue from Colonel Franklin Blackstone, Mr. E. H. Ward and Mr. R. H. Poindexter, Chairmen, respectively of these committees.

The Credit Department Methods Committee hopes to place its stamp of approval upon one or more systems as being the best for the conduct of a credit department.

This committee is composed of the credit managers of seven of the largest and most representative department stores of the country, who are actuated only by a desire to serve the members of this Association. They have no axe to grind or selfish ends to serve.

After the different systems that will be suggested to the committee by its members and others have been picked to pieces, and have run the gauntlet, as it were, of criticism, and are finally approved, any store will be safe in accepting and putting into effect the committee's recommendations, and the Association will be able to point with pride to a meritorious service performed for its members.

Mr. E. H. Ward, who is president of the local Association at Omaha, has been handling retail credits only a comparatively short time. He was previously in charge of wholesale credits, and as a member of the Credit Association of the Wholesalers was last year National Chairman of their Committee on Legislation. He is therefore well equipped to efficiently handle the appointment he has accepted.

If Mr. Ward succeeds in making progress in only a small percentage of the work he hopes to bring to a successful consummation he will have rendered a most valuable service.

Mr. Poindexter's committee expects to compile a number of books containing copies of practically every advertisement used in the various Pay-Promptly Advertising Campaigns,

put on by local associations throughout the country, together with letters from the cities where the campaigns were conducted showing the results of the advertising.

The value of such a book will be appreciated by those cities that have had to prepare and select their own advertisements, as a great amount of time and skill has been necessary in the past to properly conduct one of these campaigns.

After this book is ready for distribution, and cities that have not conducted Pay-Promptly Advertising Campaigns learn therefrom the wonderful results obtainable, it will probably be a question of time only before they will be given a trial by most of our cities.

In my opinion there is no single thing that can be done by a local association that will increase its influence in its community; build up its membership, add to its prestige with the merchants or cause the merchants to realize the value of the Association to their businesses as will a Pay-Promptly Advertising Campaign.

Membership Chairmen have been appointed in every state with very few exceptions. A complete list of them, as well as all other committees, will be published in the November Credit World. Membership trophies to be offered will also be made known.

Presidents of all local associations who have not done so are urged to immediately appoint membership chairmen for their respective cities and to start work as quickly as possible. Work done now will count for the trophies.

Several cities have already made healthy gains in membership, and the general interest in the affairs of the Association that members are showing in every part of the country is most gratifying.

Members are urged to promptly answer all letters from Committee Chairmen and Officers so that their work may be facilitated, keeping in mind that these gentlemen are unselfishly giving of their time to the Association.

Yours very sincerely,

G. A. LAWO, President.

October 15, 1920.

FROM ST. PAUL, MINN.

An individual, claiming to come from Chicago and while in St. Paul went under the name of E. R. Brigham, has left for parts unknown, owing several merchants a sum in the neighborhood of \$450.00. Mr. Brigham is rather heavy set of swarthy complexion, weighs about 170 pounds and is about 38 years old. His business is to act as head waiter in high class cafes, and while in St. Paul ran a rooming house as a side venture. His plan is to establish his credit by several months of heavy buying and during this time paying just before the bill is due.

FROM PADUCAH, KY.

Kindly ask that you use your best efforts to locate S. S. Weil. This party claims New York City for his home. He belonged to the Elks Lodge at Ft. Worth, Texas. He gave us a check on Dallas County Bank, of Dallas, Texas, on September 7th, for \$44.15. The bank returned the check stating that he had no funds to his credit. This party came here in the newspaper business and was selling an advertisement proposition. He seems to be about between 20 and 30 years of age, about 5 feet 6 or 7 inches tall, nice looking, well dressed man, and has every appearance of a gentleman. Hope you will be able to locate him for us.

EDITORIAL

DAVID J. WOODLOCK, Editor

THE NATIONAL OFFICE.

Our National Office has outgrown its old quarters, and on October 10th moved to Suite 801-802 National Bank of Commerce Building, St. Louis, Mo., where we are in position to handle more rapidly and efficiently the large amount of business now being transacted. Members visiting or passing through St. Louis should call and see what is being done by your National Office.

SPEAKING OF BAD CHECKS.

Do you know that during August and September thirty-two Bad Check workers were arrested, and twelve of them were because of warnings issued by this Association? Four of them have confessed having "PUT OVER" checks amounting to several thousand dollars. This shows the value of Organization and Co-operation.

UNRELIABLE COLLECTORS.

There has been reported to this office a large number of cases where Retailers have been imposed upon by Unreliable Collection Agencies, and we wish to warn our members to carefully investigate any collection firm or individual who solicits their accounts or endeavors to sell a collection service.

We have on file in the National Office reports on a number of collection firms whose methods have not been satisfactory, and we can make an investigation of others. If in doubt we recommend you write us before entering into a contract, and if you have been the victim of these fellows report the fact to us for our files.

WANTED: CAPTAINS.

It is the law of life that captains of industry drop out or pass on and that their burdens and responsibilities fall upon younger shoulders.

Keen-sighted employers appreciate the fact that those who have mastered the art of saving have, as well as ready cash, most to show for their effort in character and ability, the things of which big men are made.

Promotion comes most rapidly to those who capitalize their abilities in cash, property and character.

One who will not save has little prospect of being an employer.

Those who dwarf their talents, whose daily choices are for having a "good time" rather than a cash capital, usually find their prospects diminishing as long as the good-time idea remains in their minds.

Industry needs not only more capital, but also more captains.

BIG MEN FOR A GREAT WORK:

The Credit Department Methods Committee composed of:

COL. FRANKLIN BLACKSTONE, of Joseph Horne Co. (Chairman), Pittsburgh, Pa.;
D. J. AHL, of J. L. Hudson Co., Detroit, Mich.;
J. H. BARRETT, of Stewart & Co., Baltimore, Maryland;
S. E. BLANDFORD, of R. H. White & Co., Boston, Mass.;
IRVING C. BROWN, of L. Bamberger & Co., Newark, N. J.;
W. T. SNIDER, of Scruggs, Vandervoort & Barney D. G. Co., St. Louis, Mo.;
M. J. SOLAN, of The Dayton Co., Minneapolis, Minn.

will meet in a four-day session to be held on October 25th, to discuss the problems in connection with their work. The first subject to be taken up is "The Best System for the operation of a Credit Department in a Department Store."

Chairman Blackstone has submitted a list of fifty-six (56) subjects to be discussed, dealing with every phase of Credit Work, in minute detail, and it is expected that from the exchange of ideas and comparison of various systems a plan of operation as near perfect as it is possible to make it will be evolved, which will be submitted to the merchants of the country, as the "Ideal System," and eventually be standardized by all large stores. That the Store Owners are interested in this work is evidenced by the fact they gladly, not alone allow their Credit Men the time to attend these meetings, but pay their expense as well. The result of the Committee's deliberations will be published in the Credit World.

THE VALUE OF STATISTICS.

Modern Business Methods prove that Statistics "Tell the Tale," and are of great assistance in solving the problem that confront the Retail Merchants.

Following the suggestion of Past President Franklin Blackstone, made in his report to the Detroit Convention, we have installed a Department of Statistics at the National Office, and will compile data giving information of great value to the Credit Manager, such as the percentage of loss from bad accounts, the percentage of collections in various lines, etc.

This department can only be made successful by the co-operation of each individual who should fill out and send to the National Office, the blank appearing in each issue of the Credit World. The information contained in these replies will be compiled and given to the membership the following month.

The information is held in strict confidence, and no names will be used or given out, in fact, in sending in your blank it is not necessary for you to sign your name.

This is a wonderful work, and we look to you to help make it a success.

EDITORIAL

THE RETAIL CREDIT MAN AND
A DECLINING MARKET

Much concern is being manifest by retail merchants as to how to meet conditions caused by a declining market, and just how far the decline will go.

Men of broad experience argue there can be no sudden decline in prices as long as labor continued at the high scale, and, of course, the salaries paid for labor is what effects retail credit more than any other item. However, we all know, and have known, ever since we started on the upward trend, that there will eventually be a readjustment of War Prices, but, the advance in Interest Rates and the reduction in prices of some commodities does not mean a panic unless we all loose our heads.

If we keep a firm grip on the "Accounts Receivable" and insist upon our customers paying their bills promptly we need fear no condition that the future has in store. Whether the readjustment will bring on a period of distress, depends upon just how labor will accept the inevitable. There appears no immediate cause for alarm, but the retail credit man who can go home and get a good night's rest is the one who has all his accounts "right up to the handle." If there ever was an opportune time to "clean house," it is now. Get your money while they have it.

AN OPPORTUNITY PASSED

Did you ever stop to think what it would mean to the country to have a real Business Men's Administration—one where matters such as the "League of Nations," "The Freedom of Ireland," "The Cost of Living," "The Excess Profit Tax," "The Volstead Act," etc., would be handled by big brainy men who had proved their worth by active participation in the commercial life of the country?

COLLECTIONS

Reports from many sections indicate a falling off in collections. Remember, there is no time like the present. If your percentage of collections is decreasing, speed up; go over your accounts and get in those sixty days past due. The Holiday season will soon be upon us.

BAD CHECK WORKERS ACTIVE.

In compiling this list of the Credit World, the Editor was struck with the large number of Bad Checks reported. Is this an Epidemic? or are we becoming less careful in accepting checks? From some of the cases reported, we believe the latter is true, so you had better tighten up. The Holidays are coming, and that means the usual attack of crooks of all kinds. Be prepared for them.

Don't forget Saturday, Jan. 22, has been set aside as "Pay Your Bills Promptly Day" of National Thrift Week. Get in touch with your local Y. M. C. A. Secretary and make this a great success.

MEMBERSHIP.

The Secretary-Treasurer visited a number of cities during the past month. These were with a population of from Eighteen (18) to Seventy (70) Thousand and he was struck with the interest Retail Merchants had in Credits. Some years ago it was a hard matter to talk Credit Co-operation to the Merchants in small cities, but today they appear to feel it is to their interest to work together. They are organizing Local Credit Clubs, and installing Rating Bureaus. We feel this is the time to give as much publicity as possible to our National Association, and we urge all our members to take an active interest in securing new members—remember, every added member means that much more co-operation. Makes this Association of that much more benefit to you. There are thousands of Retailers waiting for an invitation to join us. "Help the cause of Better Credits" by sending in a new member.

MEMBERSHIP ROSTER

On November 1st we will be able to furnish our members with a complete Roster. The value of this book as a quick means of locating a brother member in some other city cannot be estimated.

The present high price of printing makes it necessary for us to make a charge of One Dollar (\$1.00) a copy for these books.

Order now from the National Office, Suite 801-802 National Bank of Commerce Bldg., St. Louis, Mo.

OUR NEW LAPEL BUTTONS

We have received a shipment of New Lapel Buttons for members. These were ordered in response to a demand for a neat, yet inexpensive emblem of our organization. The National Office will supply them to members at actual cost of twenty-five cents (25c) each.

TO THE MEMBERS OF THE RETAIL CREDIT MEN'S NATIONAL ASSOCIATION:

We now have a number of albums made up containing 50 sheets, 14x22, with a selection of Collection Letters, Statements, Ledger Sheets, Application Blanks and various other forms used in credit offices. These are for the use of the members of the National Association. We will be glad to send them to anyone with the privilege of using them for 15 or 20 days and then they are to be returned to me, as Chairman.

B. H. POINDEXTER,
Chairman Credit Literature Committee,
c/o D. Loveman, Berger & Teitlebaum, Nashville, Tenn.

The National Office is anxious to locate W. E. Randolph, formerly Lusk, Wyo., at one time Deputy County Clerk of Niobara County. Also lived in Los Angeles, in oil business. Wife's name, Alice M. Randolph. If you know his whereabouts please notify the Secretary.

THE NECESSITY FOR AN EFFICIENT SYSTEM OF LIMITING RETAIL ACCOUNTS

By James Wilson, Credit Manager Denholm & McKay Co.,
Vice-President Associated Retail Credit Men of Worcester, Mass.

Credit Men and Ladies of the National Association of Retail Credit Men:

Paralyzed, as I am below the waist, unable to walk except with the aid of crutches for eighteen years and consequently unable to attend your convention, much to my regret, but still able to hold down a Credit Man's job, and able to be at my desk every day, defying wintry blizzards and summer's heat, I bring to you a message of faith, and hope, and optimism, and courage, and enthusiasm, and cheerfulness, and loyalty, and helpfulness and co-operation. What a privilege is yours of attending this wonderful get-together of retail credit grantors gathered together from the four corners of this broad land of ours, and how thousands of others who for various reasons are denied that privilege, envy you.

For what reason did you become a member of the National Association of Retail Credit Men? Was it not that you were looking for help? Was it not that you felt the need of new ideas in your work?

You believed that notwithstanding all you knew about retail credit there was much you could learn from others. That is why you are here. I, too, was looking for ideas to make myself more efficient in my chosen work, and to safeguard the interests of my employers, when I became one of the first members of the National Association in 1912. But there was one problem for which I looked in vain for a solution. I carefully scanned the columns of the Credit World and consulted authorities on retail credit to find a simple, efficient and inexpensive method of bringing quickly to the knowledge of the credit man in a large department store a daily record of the amounts owing by those customers exceeding their limits of credit. One retail credit man of many years of experience said, "There ain't no such thing," and another department store credit man remarked, "It can't be done." But it is being done right now in the department store of the Denholm & McKay Co., in Worcester, Mass. Mr. R. S. Hawes, president of the First National Bank of St. Louis, and President of the American Bankers' Association, in an address before the National Association of Credit Men at their annual convention at Atlantic City, in June, said, "The bankers of the country decry the calamity forecasters. They are not afraid to face the situation but they plead for the co-operation of the credit men of the country for their help in stopping the wild orgies of extravagance, for their help in establishing in every home in America the spirit of thrift and production." And who can give this help, and who can carry out this advice better than the retail credit men of the country? They are the men who meet the ultimate consumer in the ultimate transaction. But this spirit of

thrift and economy and the curbing of extravagance can be aided only by the credit men who have an adequate system of limiting accounts. It certainly cannot be accomplished by the type of credit man who in a department store in an Eastern city opened an account with a woman and after investigating her references and resources and placing a limit of \$100.00 on her account, woke up at the end of the month to find that she owed \$1,100.00. There probably never has been a time in the history of retail business when there has been such necessity for the close scrutiny of accounts. The men and women who work with their hands and skilled labor have been earning during and since the war wages beyond their fondest hopes. This class, many of them formerly cash buyers, with their augmented incomes, have felt the need of credit and, opening accounts, have supplied themselves with the luxuries they have yearned for in the years gone by. On the other hand, the so-called white collar class—the clerical workers, executives, school teachers, college professors, store employees and many of the great middle class have been obliged of necessity to economize and curtail their purchases, their incomes having increased only a fraction of the more than 100% advance in the cost of living. This class in many cases has been compelled to allow their accounts to drag or to pay on account. These conditions, coupled with the inflated value of all merchandise, have had a tendency to increase the percentage of charge business to the total volume of business done. This has tied up billions of dollars in frozen credits on the ledgers of the merchants of the country. "Straws show which way the wind is blowing," and the wide-awake credit man will observe the signs of the times and trim his sails accordingly.

The recession in business which began this spring has continued to spread. In the industries chiefly affected, hides, leather, shoes, silk, wool, woolens and, to a lesser extent, cottons, there have been drastic declines in prices and severe curtailment in production. The refusal of a certain portion of the consumers to buy shoes and wearing apparel at top-notch prices, coupled with poor railroad transportation, has had its effect, as the jobbers have not been able to dispose of the goods and have, therefore, cancelled millions of dollars' worth of orders. This has caused hundreds of shoe shops, cotton and woolen mills in New England to shut down indefinitely or to work on short time. This has been reflected in collections. Therefore, there is no doubt that the peak of prices has been reached, and while there may be an advance from the present reaction, the trend is undoubtedly downward. Take it all in all, conditions have been abnor-

mal, unnatural, and such conditions cannot last. I have tried to show you why the retail credit man should now, above all times, closely scrutinize the accounts, use care in opening new accounts and watch the limits.

Now for the System

You will probably agree with me that the one to be held responsible to the credit man for the record or notification of those customers who exceed their limits is the billing clerk. She it is who posts to the bills daily and sees the indebtedness of each customer mounting up.

Assuming that in a store doing a large credit business every customer's account is limited or unlimited as to total amount of purchases, and that every new account has a limit placed on it when opened, which limit is determined by the customer's business or occupation, resources, references, ledger experience of others, and mercantile agency ratings and reports, the secret of success in this system is the fidelity with which the biller keeps her bills posted up daily and up to date. But if on account of a big sale the billers get a few days behind in their work, the system is still a good one. Another factor in the efficiency of the system is the manner of informing the biller of the amount of each customer's limit. This is accomplished in the following manner: In the office on the fifth floor and in the tube room or cash desk in the basement are installed card indexes for the authorization of charges. For some years we have used the visible indexes, the most modern method for the approval of charges, having found the tray card index too slow. Each card contains the customer's name, address, account number, shopping booklet number and a colored disc or signal indicating by its color the customer's limit. The discs are made of paper, gummed on the back, one-fourth of an inch wide. There are five colors indicating five limits as follows:

| | |
|--|----------|
| No. 1. Yellow, the color of gold, \$150 or over, unlimited credit..... | \$150.00 |
| No. 2. Green, \$100.00 | 100.00 |
| No. 3. Blue, \$50.00 | 50.00 |
| No. 4. Black, \$25.00 | 25.00 |
| No. 5. Red, the color of danger, account stopped or closed..... | Danger |

You will note that there are the least number of limits possible, on the principle that the least number of limits can be the more easily remembered by the authorizer.

The authorizer uses for the approval of charges rubber O. K. stamps bearing the date, authorizer's number and the limit number, the latter being in very large type. Each authorizer has a set of five stamps, each stamp indicating by its number a different limit. Each stamp has a colored handle and a colored celluloid strip on its front to indicate the limit it represents. The five limit numbers and the five corresponding limit colors become intimately associated together in the minds of the authorizers. For instance, No. 1 stamp, yellow handle, means \$150.00 limit. Number 5 stamp, red handle, means danger, account closed.

For example: A charge ticket comes to the

authorizer for a sale of \$50.00. She consults the index for the corresponding name and address. A green disc on the card indicates a limit of \$100.00. She approves the charge with a green-handled stamp. This charge ticket consequently bears on it through the impression of the green stamp a large figure 2, indicating to the biller—limit \$100.00.

Thus, every charge ticket bears its own limit.

When the biller, in posting the charges daily to each customer's bill, sees an account exceeding its limit she enters on a limit sheet the customer's name, address, account number, amount of purchases to date and limit. Below is a copy of our limit sheet, which is 8½x14 inches.

This sheet is given daily to the bookkeeper working on that section, who hands to the credit manager the ledger cards of accounts corresponding to those represented on the sheet, together with the limit sheet. There are many accounts that exceed their limits, often because the first limit assigned is too low, because of lack of definite information. But these limits are elastic, subject to revision, and as new customers make their record month after month, limits are sometimes doubled. Should an account show evidence of extravagance or that the customer is buying beyond his or her ability to pay, we send the following letter, and close the account temporarily:

Dear Sir:
In a business the size of ours, carrying as we do many thousands of active accounts, it becomes absolutely necessary for the safe conduct of such a large charge business, to place limits on all our accounts.

We, therefore, in accordance with our custom, placed a limit of on your account and it has come to our notice that your indebtedness to date, as shown by the enclosed bill, is

We therefore would prefer that no further charges be added to your account until such time as it is brought down to a more recent date and would be sincerely appreciative of a substantial payment on the account.

If you feel that our action in this matter is not warranted, we shall be glad to have you call and see the undersigned, and if you can furnish with any information that would warrant us in increasing the limit placed on your account we shall be very glad indeed to discuss the matter with you.

Awaiting your early reply, and thanking you for the patronage you have favored us with, we remain,

DID IT EVER STRIKE YOU?

The inspiration to our progress and achievements has been born of necessity and executed by dreamers and performers. A business house doing a million dollar business at a net profit of 4% on three turnovers a year has made some money, but, if \$100,000.00 of that is in credits carried beyond thirty days at the present rate of 7% money, that part of the business is a loss.

A. JACOBSEN,
South Bend. Ind.

CREDIT ON EASY TERMS.

By Samuel Trowbridge, Credit Manager,
Pacific Outfitting Co., Seattle, Wash.

I would like to have the credit men who are employed by installment houses realize that the Credit World is a mighty good issue for them and should not be overlooked, as it contains valuable information that will help them in their daily work.

Few people realize what the credit man has to contend with in the installment game, for various reasons. The prospective customer comes in and desires to open an account without any assets, such as a bank account, owning furniture or real estate, all they have to offer is the position they hold. I usually request one-third down and the balance is to be paid weekly, semi or monthly, just as the customer gets his salary.

I have always found that the general public are under the impression that they are charged more by buying on the installment plan, which is not true. Most department stores believe we have a large percentage of losses because we take more risks than any other firms who are extending credit. I want to say that the percentage of bad accounts in our line are made by the credit man who cannot turn down the first payment, which might be half down on the purchase. At the present time we have about eighteen thousand open accounts and

with an office force of six we get around them each week. I would advise the credit man to be firm with his old customers, who generally feel that they can pay just as they please.

I have often heard credit men in the department stores say they would not have a form letter. However, in our business form letters are the only real weapon we have in our collection department. Get plenty of information on your accounts, so in case they skip you can always locate the debtor with a decoy. I have a decoy at the present time that is doing wonderful work for us. We have located fifty-two skips in two weeks with it.

Ever since we have organized the Seattle Retail Credit Men's Association I have realized that co-operation is the only way to get information, such as calling up the banks on Saturday afternoon and speaking to the Credit man direct on accounts. Why not have co-operation throughout the United States?

Let every credit man who has located a skip in some other city write to the credit man direct who is in a similar line and ask him to send his collector out to find out what the situation is before handing the account to some collection agency or attorney whom he does not know. In some cases a demand will bring the results without suit.

I trust that our organization will continue to grow and all members will keep in close touch with the Credit World, especially of installment houses.

NATIONAL INCORPORATED CREDITORS PUBLICITY ASSOCIATION

PUBLISHER OF CREDITORS PUBLICITY BULLETIN

R.H. O'Farrell

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A PROVEN SYSTEM
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Local Publicity { COLLECTS BAD ACCOUNTS
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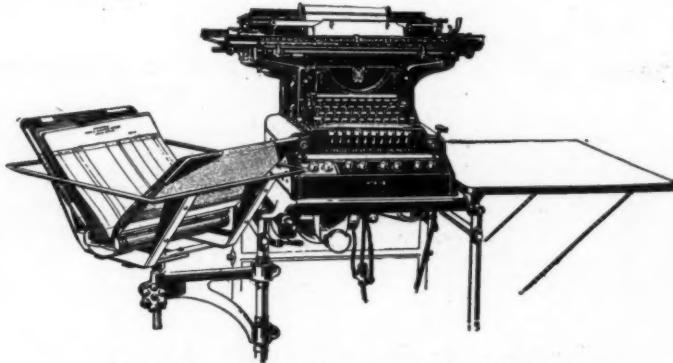
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5. We prove that the items have been posted and billed to the correct accounts.
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7. We eliminate the labor of footing thousands of bills at the end of each month. Under this plan the bill is ready to render immediately after the last entry has been made.



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Combined Plan—**Ledger, Statement and Proof Sheet at one operation, can be successfully applied to the Underwood Bookkeeping Machine without the use of punched forms.**

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BRANCHES IN ALL LARGE CITIES

MEMPHIS HONORS LAWO.

If a most auspicious beginning augurs for a high degree of success, then the administration of affairs of the Retail Credit Men's National Association should reach a high-water mark during the current year. Immediately following the announcement of a most constructive program, thorough-going in its scope and efficacy for retail credit needs, President-elect Geo. A. Lawo was tendered a banquet by the association of his home city, Memphis, Tenn., on October 6th, which will long be remembered as the premier event in the retail world of the city, and at which the absolute accord and support of the Memphis Association, still the champion organization in size, was evidenced with a spontaneity and heartiness which left no room for doubt as to its genuineness. This fact, taken with that of his having been elected by acclamation, at the Detroit convention in August, is sufficient indication that he has the united and whole-hearted support of the country's different organizations behind him, which coupled with his progressiveness, well-known ability, broad-gauge principles and absolute fairness, indicates that the Retail Credit Men's National Association will achieve during the next twelve months a position that will make it a pace-maker in national commercial organizations.

The banquet was in the nature of a high-class cabaret affair, unique entertainment having been offered. The program was sufficiently varied to keep every one on the qui vive for what was coming next, and the surprises were numerous, and the numbers altogether pleasing to the 250 or so guests assembled, which filled the ball room of the Chisca, Memphis' leading hotel, to its capacity. In fact, guests who had failed to secure places in advance were turned away for lack of room.

National Secretary D. J. Woodlock and President E. B. Heller, of the St. Louis Association, were special guests, and each, as well as the several other speakers, recounted the splendid virtues of the honoree of the evening in terms so telling as to afford the highest gratification to President Lawo's many friends and admirers. Secretaries H. N. Barber, of the Clarksdale, Miss., Association, and J. T. Jones, of the Helena, Ark., Association, were also specially invited guests, who were present. The new president of the Memphis organization, F. O. Wagner, was presented, and made a brief but happy talk. President-elect Wagner has for some years been connected with the large jewelry establishment of Geo. T. Brodnax, Inc., which is a mail order and retail firm, of which he is secretary-treasurer.

A splendid silver service was presented to President Lawo during the evening, a sincere token of the esteem in which the new National President is held by his home city, as the service was paid for by individual contributions from the members of the Memphis Retail Credit Men's Association. The organization now has 683 members.

President Lawo, in response to the donating speech, spoke feelingly, and with his well-known sincerity, simplicity and frankness. He had at his right side his mother who, it was brought out during the evening (a fact well known to many beforehand), is his lifetime sweetheart. The President is so devoted to her that he has become, it is feared by many, a confirmed bachelor.

The sentiment felt by all who attended the function is perhaps best expressed in the concluding paragraph of a report which appeared in the columns of the Commercial-Appeal, the South's leading daily newspaper, the morning following. It read:

"All in all, it was a glorious tribute to a deserving man and a Memphian who enjoys the highest respect of his business associates. It was a spontaneous expression of esteem such as few men can command."

A most pleasing incident of the evening was the presentation to Secretary M. G. Liberman, of the Memphis Association of a handsome watch, chain and fob. Secretary Liberman's tireless energy, and extraordinary knowledge of men and matters in Memphis (he is the owner of The Merchants' Credit Association), has been invaluable in building up the Bluff City's Retail Credit Men's Association to its position as the largest organization of its character.

That Mr. Lawo is held in high esteem by his associates, in business, was evidenced by that fact that all the officers and directors of The John Gerber Co., were present.

HOWARD W. LEONARD.

Howard is one of the old guard, been with Joseph Horne Co., Pittsburg, since 1894. He first started out as one of those "C—A—S—H" boys we have heard so much about. But his ability was soon recognized and he was given two jobs—office boy in the morning, and wrapper in the afternoon. He did this for one year, until just about the time of the big fire, in 1897, when he was promoted to the Department of Accounts, as Charge Authorizer—the youngest youngster that ever held this position. Later he was put in charge of the Tube Room, at its installation, which position he held for about 13 years. This was in the days of Memory Authorizing, and Howard possessing a remarkable memory, could supply the names and addresses of some few thousand patrons, together with the names of their relatives. If you want to know Who's Who in Western Pennsylvania, Eastern Ohio, and West Virginia, just ask Howard.

Since that time he has been the able assistant of Mr. Blackstone, and there is little he doesn't know about the game of "charge it, please."

Howard is a director of the Retail Credit Men's Association of Pittsburg, and is the champion membership-seller of the United States, having secured over 130 new members in the past two years, and keeping at it.

The Leonard family consists of Mrs. Leonard and four charming little children.

If *your present* credit records won't do this—

1. *Okeh any reference among 100,000 in 4 seconds or any reference among 50,000 in 3 seconds*
2. *Prevent errors absolutely*
3. *Enable one authorizer to do the usual work of three (at just 1/3 the cost)*
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Check your present records against those four important points—how much they mean to **any business!** Such speed as this, such accuracy, such efficiency —are now within your reach.

Names (every one) in SIGHT — not hidden. Access instant—no shuffling through closed drawers. Mistakes impossible—cards need not be removed for reference (and so they cannot be misfiled). A comprehensive, instant view of your entire credit situation.

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Not alone in speed and accuracy is Acme so desirable.

In physical construction, too, its many patented features and sturdier materials give permanent investment-value in addition to its use advantages.



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Let us send you a copy of "Greater Speed and Accuracy," together with the interesting facts of Acme performance in credit departments everywhere.

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Mail Catalogue on visualized Indexing
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HOW THE ST. LOUIS ASSOCIATION DOES IT

This is a reproduction of an insert sent out to all members of the St. Louis Local. Already over one hundred new members have been recruited, and President Heller is confident his Association will have one thousand members before the next convention.

Heller is the "show me" President of the "show me" local, and is going after Memphis for the honor of the largest local in our organization.

New York, Los Angeles and Chicago are invited to take notice.



HELLER says—

**"A Big Job
Requires Big Help"**

Are You With Him?

**500 NEW MEMBERS
or BUST! —**



TWO SILVER TROPHIES

One to the *captain of the team* securing the greatest number of new members.

One to the *individual member* securing the greatest number of new members.

CONTEST CLOSES JULY 15, 1921

ASSOCIATED RETAIL CREDIT MEN, Saint Louis

A LETTER FROM THE SECRETARY OF THE TREASURY.

I have read with much gratification the resolution adopted by The Retail Credit Men's National Association at its Annual Convention held in Detroit, urging the practice of thrift and saving and investment in the securities of the Government. The Treasury deeply appreciates the co-operation of the convention in recommending investment in Liberty Bonds and Victory Notes. The policy embodied in the resolution patriotically serves the interest of the country, as well as the interests of your Association and individual members, and I hope you will convey to the delegates my sincere thanks.

D. F. HOUSTON.

A LETTER FROM MR. POINDEXTER.

I want to thank all through the Credit World for the help they have given us in furnishing us their credit forms.

We now have a number of albums made up containing 50 sheets 14x22 with a selection of collection letters, statements, ledger sheets, application blanks and various other forms used in credit offices.

These are for the use of the members of the National Association, and I will be glad to send them to anyone with the privilege of using them for 15 to 20 days and then they are to be returned to me.

Again thanking the members for the assistance given me, I am,

R. H. POINDEXTER.

**CHAIRMAN E. H. WARD OUTLINES
WORK OF LEGISLATIVE
COMMITTEE**

To All Officers and Members of the National, State and Local Organizations of the Retail Credit Men's National Association:

Your National Legislative Committee extends greetings, and with your permission will, through the columns of the "Credit World," outline briefly the results that your committee hopes to obtain along legislative lines during the fiscal year.

The present year is particularly an important one for several reasons, among which are, that new conditions growing out of our national reconstruction plan requires considerable new legislation and, in addition, renders many of our present State and National laws useless, thus necessitating additions or amendments to many of the laws now on our statutes.

A large majority of our States will have Legislatures, the personnel of which will be practically new and inexperienced in legislative matters, and such legislative bodies will without question welcome suggestions and advice from ours and kindred organizations as to the most needed legislative reforms which condition will undoubtedly give our several legislative committees a fertile field in which to operate. It will be our intention at all times to co-operate to the fullest extent with the members and committees of different organizations and make such suggestions as may be advisable in order that proper interest may be manifested in the work of having laws put on our statute books that will be a benefit and a protection to credit grantors in general. In this work we will have the support and co-operation of other kindred organizations and their representatives. Among the proposed legislation to secure the passage of which we expect to ask the support of our membership, will be the enactment of a National law similar to the bill introduced by Senator McNary, in the 66th Congress, first session, being Senate file 2471, the bill providing for garnishment and attachment of salaries of federal employees, placing them on the same plane as other citizens. In addition to a National law regulating garnishment of federal employees, your committee believes that new legislation should be enacted by States, Counties and Municipalities subjecting their employees salaries to garnishment. The moral, as well as the physical effect of such laws, cannot be overestimated.

The great majority of our States have laws in force drafted after our "MODEL BAD CHECK LAW," and an effort will be made to interest legislators in States that have no such law in the enactment of our model law. No one can deny the increasing tendency of unscrupulous buyers toward taking chances in providing themselves with apparent necessities as well as cash, all at the expense of the merchant or credit grantor, by tendering in exchange for such needs or courtesies, checks that are of no value. Such offenders are without question a public menace and guilty of gross misdemeanor, and should be punished in proportion to the crime. In this connection your committee believes that the time is at hand when individuals and firms who have been the recipients of worthless checks should cease to temper justice with mercy to the extent that at least the professional bad check artists will be

brought to the Court of Justice, there to receive a just punishment for their wrong doing. When we as credit grantors awaken to the full sense of our duty along these lines, public officials will then cease to affirm that their good offices are being used as collection agencies.

Our exemption laws should be carefully analyzed by our legislative committees and such recommendations made to legislators for amendments or additions that will make such laws more practical, and in many instances bring them from the discard into actual use. It is a well-known fact that in many instances our exemption laws contain clauses that cause them to be practically useless, and a firm stand by local associations will bring the matter before the law-making bodies in such a manner that will, at least, merit their consideration.

It is possible that regardless of how persistent and intelligent the work of the legislative committee may be that none of these proposed plans may be successful this year, but it would be a splendid thing if we could come to the close of our fiscal year with a firm conviction that some progress had been made and with the assurance that it is going to be a question of time only before the recommendations of our association—which is rapidly growing stronger—are bound to produce the desired results.

From the nature of legislation desired it is evident that most of the work will have to be done by the local associations, but your National Committee stands ready to co-operate to the fullest extent with any and all local committees of ours, as well as any other organizations that have in mind the bringing about of our much needed legislative reform. In this program we have the unqualified backing of President George A. Lawo, Secretary David J. Woodlock, and their assistants.

It is not too early at this time to begin to draft our tentative plans and to keep a watchful eye upon the trend of public opinion along these proposed lines, as well as other avenues for the betterment of credit conditions in general that may be opened up in the near future by the rapid changes now going on in the business world. Your National Legislative Committee is at your service, and with your co-operation we will, with a feeling of confidence, push our year's work to a successful conclusion.

E. H. WARD, Chairman,
c/o Burgess-Nash Co., Omaha, Neb.

HELP WANTED.

The National Office is in touch with several Chambers of Commerce in towns of from eighteen thousand to seventy thousand population, who are anxious to get experienced men or women to take charge of their Credit Rating Bureaus.

If interested write D. J. Woodlock, National Bank of Commerce Bldg., St. Louis, Mo.

POSITIONS WANTED.

Credit and Collection Manager—Six (6) years in charge of Credit Department in Department Store; capable of handling a big job and large amount of work. Desires new connections.

Address, C. S. M., care of "Credit World."

STATISTICAL DEPARTMENT

Tulsa, Oklahoma is the first local association to furnish the National Office with figures regarding conditions in that section of the country. We reproduce below the result of their Questionnaire.

The following data was compiled from information handed in by one hundred representative merchants in various lines of business in Tulsa, and comprises their honest opinion on the subjects discussed. The total replies to questions given below are given by percentage of the number of firms in that line of business who reported and in the recapitulation by percentage of the total number of firms reporting in all lines of business.

(For instance, if ten shoe merchants reported, five saying that prices would be lower and five that they would be higher, the report would show "50% prices will be lower and 50% prices will be higher.")

Question No. 1:

Are applications for credit increasing, decreasing or remaining stationary during the past few months?

Men's Clothing: 60% Increasing. 24% Stationary. 16% Decreasing.

Women's Clothing: 77% Increasing. 23% Decreasing.

Furniture, Rugs, etc.: 80% Stationary. 10% Decreasing. 10% Increasing.

Groceries and Meats: 75% Increasing. 25% Stationary.

Hardware: 33 1/3% Increasing. 33-1/3% Decreasing. 33-1/3% Stationary.

Jewelry: 50% Decreasing. 50% Practically Stationary.

Lumber and Building Materials: 56% Increasing. 22% Decreasing. 22% Stationary.

Musical Instruments and Goods: 100% Increasing.

Office Supplies: 80% Stationary. 20% Slightly Decreasing.

Oil Well Supplies: 60% Increasing. 40% Stationary.

Paints and Wall Paper: 50% Stationary. 25% Increasing. 25% Decreasing.

Shoes: 100% Increasing.

Question No. 2:

How does this compare with a year ago?

Men's Clothing: 60% A Good Increase. 24% Decrease. 16% Stationary.

Women's Clothing: 77% A 20% to 30% Increase. 23% Decrease.

Furniture, Rugs, etc.: 40% The Same. 40% Decrease. 20% Increase.

Groceries and Meats: 50% An Increase. 50% Stationary.

Hardware: 75% Stationary. 25% A Slight Decrease.

Jewelry: 100% Less.

Lumber and Building Materials: 80% Increase. 10% Less. 10% Stationary.

Musical Instruments and Goods: 100% An Increase.

Office Supplies: 40% Stationary. 40% More. 20% Less.

Oil Well Supplies: 60% Greater. 40% Practically Stationary.

Paints and Wall Paper: 75% Less. 25% Greater.

Shoes: 100% Greater.

Question No. 3:

(a) How were your collections for last month, relative to the month before? (b) Relative to a year ago last month?

Men's Clothing: 40% Stationary in both cases. 24% (a) Harder, (b) Better. 12% Better in both cases. 12% (a) Same, (b) Harder. 12% Harder.

Women's Clothing: 23% Better in both cases. 22% Harder in both cases. 11% (a) Harder, (b) Stationary. 11% (a) Stationary, (b) Harder. 11% (a) Better, (b) Slightly Better. 11% Stationary in both cases.

Furniture, Rugs, etc.: 30% Stationary in both cases. 20% (a) Harder, (b) Stationary. 20% Better in both cases. 20% (a) Better, (b) Stationary.

Groceries and Meats: 75% Stationary in both cases. 25% (a) Stationary, (b) Harder.

Hardware: 100% Better in both cases.

Jewelry: 100% Harder in both cases.

Lumber and Building Materials: 38% Slower in both cases. 20% Better in both cases. 20% (a) Better, (b) Stationary. 11% (a) Stationary, (b) Better. 11% (a) Better, (b) Harder.

Musical Instruments and Goods: 100 Better in both cases.

Office Supplies: 40% (a) Better, (b) Stationary. 40% Harder in both cases. 20% (a) Harder, (b) Better.

Oil Well Supplies: 40% Harder in both cases. 30% Better in both cases. 30% (a) Harder, (b) Stationary.

Paints and Wall Paper: 50% Harder in both cases. 25% Better in both cases. 25% (a) Better, (b) Harder.

Shoes: 100% Better in both cases.

Question No. 7:

(a) How does your volume of sales for last month compare with the month before? (b) With last month a year ago?

Men's Clothing: 40% Less in both cases. 30% Greater in both cases. 20% (a) Same, (b) Greater. 10% (a) Less, (b) Greater.

Women's Clothing: 50% Greater in both cases. 25% (a) Stationary, (b) Greater. 9% (a) Greater, (b) Less. 8% (a) Greater, (b) Same. 8% Less in both cases.

Furniture, Rugs, etc.: 40% Practically same in both cases. 20% (a) More, (b) The Same. 20% Greater in both cases. 10% Less in both cases. 10% (a) Greater, (b) Less.

Groceries and Meats: 51% Increase in both cases. 33% (a) Greater, (b) Stationary. 16% Stationary in both cases.

Hardware: 100% A Good Increase in both cases.

Jewelry: 60% Stationary in both cases. 40% A Little Decrease in both cases.

Lumber and Building Materials: 41% (a) Greater, (b) Slightly Less. 32% Greater in both cases. 14% Stationary in both cases. 13% Less in both cases.

Musical Instruments and Goods: 50% (a) Less, (b) Greater. 50% Greater in both cases.

Office Supplies: 40% Greater in both cases. 40% (a) Less, (b) Greater. 20% (a) Greater, (b) Less.

Oil Well Supplies: 60% Good Increase in both cases. 40% (a) Greater, (b) Less.

Paints and Wall Paper: 75% Greater in both cases. 25% (a) Greater, (b) Less.

Shoes: 35% (a) Greater, (b) Stationary. 35% Less in both cases. 30% Greater in both cases.

RECAPITULATION

(All lines given above taken together)

Question No. 1:

Are applications for credit increasing, decreasing, or remaining stationary for the past few months?

49-7/12% Increasing. 33-7/12% Remaining Stationary. 16-5/6% Decreasing.

Question No. 2:

How does this compare with one year ago?

51% An Increase. 26-5/12% A Decrease. 22-7/12% Practically Stationary.

Question No. 3:

(a) How are your collections for last month relative to the month before? (b) Relative to a year ago last month?

36 1/4% Better in both cases. 25-1/6% Harder in both cases. 13% Stationary in both cases. 6-2/3% (a) Better, (b) Stationary. 5-1/12% (a) Harder, (b) Stationary. 4% (a) Stationary, (b) Harder. 3-2/3% (a) Harder, (b) Better. 3% (a) Better, (b) Harder. 1-5/6% (a) Stationary, (b) Better.

THE RETAIL CREDIT MAN AS A BUSINESS BUILDER.

During his term as President, Mr. Blackstone was requested to address several associations on the subject, "The Retail Credit Man as a Business Builder." He prepared a very complete address, printed and copyrighted it, and intended to distribute a copy to each delegate at the Detroit Convention, with his compliments, but the express package containing them did not arrive until several days after the convention had adjourned. However, any member who was present at the convention can secure a copy by sending a stamped envelope (large size) to the MacVay Printing Company, Phipps Power Building, Pittsburgh, Pa., who have consented to mail them for him.

WE HAVE RECEIVED THE FOLLOWING FROM ATHENS, GA.

Buckley Means, claiming to be the representative of the Armour Oil & Chemical Company, with headquarters in Atlanta, cashed a draft for \$75 in Richmond, Va. The banks in Atlanta claim they cannot locate such a concern. Good looking chap, 5 feet 8 inches, 180 pounds, clean face, polite and friendly. Pretends to be known in Hamburg, Germany, where he represented American interests. Last heard from between Savannah and Columbus.

T. H. Winsper passed a worthless check for \$40, drawn on the First National Bank of Kinston, North Carolina. Check passed in Danville, Va.

John L. Martin, cigar salesman and soda dispenser, was employed in Birmingham by the Mary Ann Tea Room and forged check on the firm. 28 years old, 140 pounds, 5 feet 9 inches; wears a belt buckle with the initials J. L. P. Laundry mark "40." Believed he left Birmingham for Memphis.

SPECIAL FROM BILLINGS, MONT.

On Friday, October 1st, 1920, a check was cashed by a party giving his name as J. D. Howe, presenting a business card of the Janusch Mfg. Co., of New York, N. Y., J. D. Howe as a representative.

The check is stamped certified, dated September 18th, 1920, payable to J. D. Howe, for \$48.75, signed by the Janusch Mfg. Co., per F. The certification of the check is a forgery, which check was drawn on the Farmers' Loan and Trust Company of New York City. The Farmers' Loan and Trust Company report that they have no account.

This person is listed by Burns Detective Agency as a forger and embezzler. He is from 55 to 60 years old, grey hair and grey mustache, weighs about 135 pounds, slim, and about 5 foot 5 or 6 inches. He wore a dark soft hat and dark suit and represented himself as visiting a sister.

THIS IS CO-OPERATION.

A. Ziegelmeyer, Secretary of Galveston Association, Writes to Miss A. N. Bratton, Secretary of Iowa City Association.

Galveston, Texas, Oct. 15, 1920.
Miss A. N. Bratton, Secretary,
Iowa City, Iowa.

Dear Madam:

In reply to your letter asking permission to send my article to the Credit World, beg to say that I have no objection.

I had in mind, however, writing a little story for the Credit World on this particular case, principally for the purpose of pointing out to the secretaries of co-operation merchants' associations what co-operation really means and what can be accomplished if the secretaries will work for each other, and avoid the narrow view of serving their local association only.

You will probably recall that in May, 1918, you advised me that Dave Lane, a stationary engineer, had left at night in a Ford car for some point in Texas, and as Texas is some larger than Iowa, and Galveston being separated from Texas by a body of water, you could not reasonably expect this office to locate your man, but we did, and by a system all our own.

We located Dave Lane in El Paso, 1,000 miles from Galveston, and sent your office his address and place of employment.

I concluded that a man owning a Ford car, and traveling in Texas, would not pass up Galveston, so I placed his name in my files. This was a good move and a baker the only sufferer.

I endeavored to locate him through his employer and received the information that Lane had left one night with his family in his Ford car.

I felt that such a noted traveler should be bulletined and I enclose a short sketch of his history in every letter that leaves my office. I call this CO-OPERATION in box car letters.

Yours truly,
A. Ziegelmeyer, Secretary.

THE SHOE DEALER'S SIDE OF THE CASE.

A Clear Presentation Worthy of Every Merchant's Attention and Consideration.

By Frank P. Shockley, Sec.-Treas. Hill Bros. Shoe Company.

Note: The following is an address delivered before the Spokane Rotary Club by Frank P. Shockley, Secretary-Treasurer of the Hill Bros. Shoe Company of Spokane. It created quite a sensation and Mr. Shockley has been highly complimented on all sides for his splendid effort. Read it. It handles the situation without gloves.

We have been cussed and discussed, lied to and lied about so much in the last few months that we are glad to have an opportunity to say something before at least one civic organization of Spokane and give our side of the story.

For several years the shoe and leather trade of the country have been the "goats" of the cheap politicians. All the "freak laws" that could be thought of have been tried out on the shoe merchant to gain some newspaper publicity for some "penny" politician.

Before the war, statistics show that about 85 per cent of the retail shoe merchants either went out of business because they couldn't make a living or went into the hands of a receiver. This was because the shoe merchant never made the percentage of profit that he should have made. It was a serious situation to the manufacturers and jobbers and about six years ago a very aggressive campaign was put on through the trade journals and other mediums to educate the shoe merchant to the value of a correct percentage and the necessity of accurate records. The shoe trade had never received the percentage of profit received in other lines. This campaign accomplished wonderful results but still the percentage of failures is very high.

For years before the war the cost of shoes didn't vary from 10 cents to 50 cents. Since then they have advanced so fast that we hardly know where we do stand. But even at that they have not advanced in the same proportion that many other articles of wearing apparel have. In fact, overalls, which we have heard so much about lately, have advanced 38 per cent more than women's shoes.

Please remember this, and think it over, that there are all kinds of leather just as there are all kinds of paper and that leather is only a by-product of the food industry.

Shoes and other things made of leather have steadily advanced in the last few years, but they have not advanced in proportion with the sensational advances of the leather market and the advances of the leather market have not overtaken the enormous increase in market quotations for hides and skins. In the last few years the per capita consumption of beef has decreased while the per capita consumption of leather has increased. In 1890 there was about one beef steer for each person in the U. S. Today there is only a half a beef.

Exports of leather for the four years before the war was \$236,000,000, for the four years

during the war was \$522,000,000, an increase of 121 per cent, while the increase of imports of hides was only 51 per cent. We import 50 per cent of the raw material tanned annually. In other words, hides and skins are world commodities.

Today the most called for leather is kid stock. No kid skins are raised in this country and as they are a world commodity our manufacturers are bidding against the world. Naturally they have to pay a high price.

When any article more than doubles in price we are sure to have the cry of "profiteering." It would take pages, though, to explain the causes of the advance to show that higher prices were sure to come and are not caused by any one set of individuals or corporations. Leather or the finished product has never been sold at replacement value, for thus far the highest prices asked for shoes are below the latest price asked for leather and the highest quotations for leather are not up with the cost of hides and skins.

The operating expense of retail stores have had an enormous increase and the increase in per cent of profit has not kept pace.

The retail merchant is assured of nothing. He assumes a heavy risk, an indefinite market and a more or less evasive profit. He buys months ahead in order to protect his customers and you can rest assured that competition will always regulate prices. Styles sometimes change between the time we order the shoes and get them. We have taken big losses on shoes which we have had to job out, because when we offered them to the public at greatly reduced prices they refused to buy them.

We were indicted on 66 counts. On 40 of these counts the shoes were sold from \$1.00 to \$5.00 less than they would cost us to replace them at the time we sold them. On 26 of the counts the shoes were sold either at what it would have cost us to replace them or within \$1.00 or \$2.00 of that price and the manufacturers' price has advanced since then. Our total replacement value was much greater than the selling price. We have hundreds of pairs of shoes on our shelves now which we are selling under replacement value.

The district attorney sent a so-called checker into our store in December. This checker, so he said, had had no experience examining mercantile books, but had always been a bank checker. We threw our books open to him and gave him all the help we could. He spent several weeks with us. Later they called in hundreds of our sales slips and from these slips they picked the ones on which we were indicted. Of course, they took the oldest ones they could find, gave us no chance to explain, and did not take into consideration either replacement values or average cost.

Mr. A. F. Rogers was one of our so-called victims. He bought a pair of shoes for \$10.00. The replacement value of those shoes on the day he bought them was \$14.00. Figuring on a gross profit of 33½ per cent, the selling price would have been \$21.00. In other words, we saved Mr. Rogers \$11.00 and \$1.10 war tax,

or a total of \$12.10. Our total replacement value on the 66 pairs of shoes mentioned in the indictment was \$700.00. Our selling price was \$650.00. Figure the \$700.00 replacement on a gross of 33½ per cent and the selling price would have been \$1,050.00. In other words, we saved our customers \$400.00 on 66 pairs of shoes because we anticipated your wants, tied our money up in shoes for a long period, took all the risk, and then sold them to you for less than we could replace them.

If our year's business had been taken as a whole we could not have been indicted, but, of course, isolated cases were what they wanted. Our average net profit per pair on shoes, exclusive of our jobbing department, was .52 6c per pair for the year 1919.

Mr. Hill started in the shoe business in Spokane over 18 years ago and has built by hard work the largest exclusive shoe business in the Inland Empire. He has built it on quality, service and the lowest price consistent with good merchandising. He has lived in this town since 1889, doing his duty as a citizen in this community, standing for all that is right and just, building a good family name and a legitimate business and then he is suddenly indicted for being a fraudulent merchant, the indictment based on some special articles of merchandise on which the customer was saved from \$2.00 to \$12.00 and, besides, only making a reasonable profit on the entire year's business.

How can we explain in the years to come that this was merely politics? Our enemies have been only too glad to seize this opportunity and keep it fresh in the minds of the community. The papers have roasted us on the front page and taken our money for advertising on the back pages. We have nothing to hide, but we have had our full share of pawing over by inexpert official ignorance and we have had quite enough of the patent medicine variety of politicians, the theorists, the cranks, the long-haired men and the short-haired women, and the truckling politicians who have tried to pull us through mud and mire so that we will appear to be a concern of no principal.

We have always played fair with the public and always will, no matter to what depths the "penny" politicians stoop.

It is high time that the merchants of the country organize and throw their hats into the political ring, for, as a prominent magazine recently said: "Merchants of the United States must come to realize—and we hope that this law will bring them to fresh realization—that they cannot immerse themselves in their business, forgetting everything outside of their own doors and continue unmolested. Political appointees are usually paid for services rendered, and political appointees will do everything possible to curry favors to the masses and so gain votes and gain power. The merchant in the past has never asserted himself in a political way. It is time for him to do so. It is time for real sane business men to take such an interest in political affairs that modern

King Canutes under the guise of attorney generals or cabinet members will be prevented from carrying on their insane activities."

SPECIAL INFORMATION.

The National Office have urgent requests to locate the following persons. If you know them, let us hear from you at once:

- A. DEITS, or DEITZ, painting contractor, last heard of in Lewiston, Mont., where he had several contracts.
- THEODORE MILTON BAER, formerly American Hospital Association, San Diego, Calif.
- ROBERT J. BURNS, formerly Minnesota Adjustment Co., Minneapolis, Minn., also Duluth.
- W. B. HEENAN, formerly Louisville, Ky., said to be connected with J. I. Case Plow Co.
- MERRELL DICKERSON, formerly R. R. clerk, 764 Sherwood St., Pittsburgh, Pa.
- F. F. STURM, window trimmer and card writer, formerly Houston, Texas.
- H. P. FONTAINE, of Haller-Fontaine Co., who exhibit a famous painting, "The Village Blacksmith," in various stores in the country.
- SOL. L. SILVERSTEIN, formerly Boston, Mass.

DAVENPORT CREDIT BUREAU HOLDS ANNUAL MEETING.

On October 12th Davenport Rating Association held its Annual Meeting in the Commercial Club. Over one hundred and fifty Retail Merchants and Credit Managers attended. The Association, under the able management of Miss Helen Crowl, has made wonderful strides, having two hundred members, and being entirely free of debt.

Secretary-Treasurer Woodlock was present and expressed the hope that Davenport would join the National Association as an affiliated Local. Many applications were received during the meeting, and a Committee appointed to endeavor to have the entire membership become National members.

Mr. M. Rosenthal, of Franc Furniture Co., was Toastmaster. Davenport is a real city, with a live Association of Retail Merchants.

NEW LOCAL ASSOCIATIONS.

South Bend, Ind.—Through the efforts of Mr. A. Jacobsen and Miss Verne A. Zimmerman, a local association was launched on October 12.

Davenport, Iowa.—Miss Helen I. Crowl, the manager of Davenport's Rating Bureau, has succeeded in making a local association of the Retail Credit Men's Association of that hustling city.

**AN URGENT NECESSITY FOR CLOSE
COLLECTIONS.**

From "Credit Echoes," San Francisco, Cal.

By Geo. Kramer, Jr., of Hale Bros.

As to what the future holds in store and as to how sound the economic and financial condition of the country will remain is problematical. The wave of prosperity that has blanketed our nation for the past several years is at its zenith and a change in conditions is expected by the far and keen sighted business man and financier.

I contend there is no excuse for a firm or credit man doing thirty-day credit business continuing to extend credit when an account shows a balance owing anywhere from six months to two years. Our luncheon meetings have shown this to be the case innumerable times and it makes known one of two things—either the credit man has not the courage to actually shut off the account, or else he is poorly equipped to authorize charges and effect collections. "If a man cannot keep his bills paid up now, he never can."

A recent issue of "Credit Echoes" made mention of a pay-up campaign soon to be waged, which I am in accord with. However, the sooner we stage the campaign the better. Let's make it worth while. Education is surely necessary.

I contend that laxity on the part of any credit man in the granting of credit, or in making prompt collections, will prove a boomerang when the inevitable happens. The psychological time to act is **now**. Prompt collections have a salutary effect upon the attitude of the customer towards your firm. Most customers respect a house which shows that their accounts are being closely watched and will pay their bills earlier than those of the houses that are lax or slovenly in collections. If a bill is not promptly collected and a large balance is allowed to accumulate, it will result, in my opinion, in the transferring of their patronage to another store where, on the other hand, customers who have their accounts paid up to date will purchase again. Read the article in the May issue of "System Magazine" entitled, "More Proof That It Pays to Collect Close," by F. C. Letts.

Prompt collections, therefore, will result in:
First. A much smaller loss risk, with a similar effect on the profit and loss lists.
Second. It will greatly influence the volume of charge sales.

SOUTHERN CALIFORNIA SERVICE

BY

H. G. BITTLESTON LAW AND COLLECTION AGENCY, Inc.

LOS ANGELES

426 SOUTH SPRING STREET

"We Get the Coin"

"We Pay"

MEMBER
Retail Credit Men's National
Association



11 YEARS' SAME LOCATION

Every Employee
an Expert

INFORMATION ABOUT CHECKS.

Read these notices very carefully and pass the information to others who may be interested:

FROM PITTSBURGH, PA.

A member reports a pay check of Troop Engine Works, Inc., dated in red ink, October 2nd, 1920, payable to Arthur Dawson, written by typewriter and signed A. W. Goodwin; drawn on the Diamond National Bank for \$34.50, is a forgery.

For identification he carries a brass check medal, number 287, which states the number must correspond with pay roll number.

FROM NEWARK, N. J.

F. W. Chester and Charles T. Wilson, "professional check swindler."

Description: 5 ft. 6 or 7 inches tall, 160 pounds; stockily built, slightly stooped, carries cane and is apparently lame; mixed gray hair, wear eye glasses reading or writing; well dressed.

This party exhibits two printed business cards as follows:

"F. W. Chester"

Standard Oil Co. of N. J.
Transportation Co., Newark, N. J.
"Chas. T. Wilson"
Counsellor-at-Law

Kinney Chambers, Newark, N. J.

Between August 16th and Sept. 18th this party has passed 10 bogus checks drawn on the Merchants & Manufacturers National Bank of Newark, N. J., to several dealers in Jersey City, Hoboken and New York City, in amounts ranging from \$25 to \$500.

Most of these checks had a rubber stamp as follows: "Accepted Sept. 14, 1920, M. O. N., Cashier." This evidently was to camouflage his checks as having been certified. His method of operation was to make purchases and offer checks in excess of amount bought. Some of these checks are made payable to "self or bearer." If apprehended hold and notify Police Department., Newark, N. J.

FROM SHAWNEE, OKLA.

A criminal is at large, according to the Oklahoma Bankers' Association, with a bunch of blank drafts stolen from a printing house in Kansas City, June 26th. One bunch of these blank drafts are those of the First National Bank of Mangum, Okla., on the American National Bank of Oklahoma City. The other bunch are those of the Farmers' & Merchants' Bank of Independence, Mo., and the Commerce Trust Co., of Kansas City.

SEEK BAD CHECK ARTISTS FOR WATER-TOWN FRAUDS.

Watertown, N. Y., Oct. 11.—Local police are making a strenuous effort to locate one or more forgers, who passed about a dozen bad checks on local retail merchants. Various names were used on the checks, all of which were drawn on local banks.

The Port of Missing Men and Women

 HOW MANY accounts have you lost track of in the last five years?

We are not a collection agency, but have a locating proposition that should interest you.

Let us send you our circular letter

Main Messenger Co.

237 Griswold Street, 2nd floor

DETROIT, MICH.

WORTHLESS CHECKS PASSED IN BRONX.

A number of worthless checks have been passed on merchants of Fordham Road, Bronx, during the past two or three weeks, and the circumstances point to a band of men and women.

Two of the checks were drawn on fictitious accounts in the Mechanics and Metals National Bank and a third on the Bronx Borough Bank. All three were returned to the depositors marked, "No account in Bank, evidently fraud."

The merchants who accepted the checks include a specialty shop, a laundry and a delicatessen shop. In one shop the check was tendered by a man. The checks were drawn payable to the bearer and signed by reputable residents on Creston Avenue in the Fordham section.

The names signed represented good customers to the merchants and were accepted with little doubt by the merchants as to their worth. The people whose names were signed to the checks denied any knowledge of the checks or how they came into circulation.

In each case the check was tendered as a deposit on a purchase with change due to the customer. The woman was described as well dressed, about 45 years of age, and the man as dark complexioned, dark eyes, bushy eyebrows, and slender, about 33 years of age.

FROM INDIANAPOLIS, IND.

Checks signed Harry L. Moore, drawn on the Greenfield Banking Company, was presented as payment on merchandise, at which time the amount was \$8.75, but was later presented to the cashier's window for payment, and had been raised to \$68.75; but it had the O. K. of assistant credit manager, cashier accepted it and gave the amount out in cash.

Greenfield is a town about 20 miles from Indianapolis, and upon investigation we find that a party by the name of Harry L. Moore opened a small checking account there a few days before he presented this check which, of course, allowed his a regular check book, and he passed a number of these checks in our city.

Checks signed Louis Koss, drawn on Merchants National Bank, Indianapolis, made payable to W. P. Watkins, is a forgery and was made to represent a payroll check. Upon investigation we find that some man came into the office at the Capital Machine Company, and asked the girl for a bank check, and she went to a new check book and tore a blank out and gave it to him. A short time later he came in and said that he had spoiled the check and would like to have another one, which she gave him. Both were passed, one for \$87.50 and the other for \$85.00.

FROM MONTGOMERY, ALA.

Checks signed B. L. Ingalls, drawn on the First National Bank of Tampa, Fla. The gentleman who left this check was described as being about 40 years of age, 5 ft. and eight inches in height and his hair inclined to be gray and with-all, a rather distinguished looking man. He was wearing a Shrine button and bought a thirty-second degree Masonic ring.

FROM TRENTON, N. J.

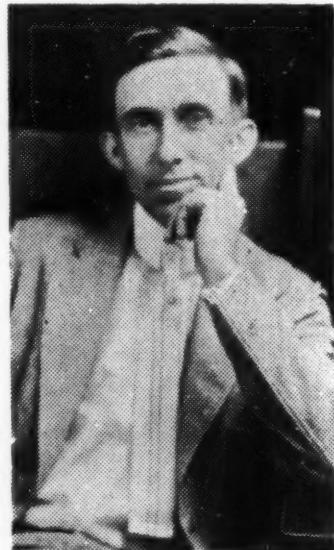
A James B. Wilson, giving home address Eureka, Humboldt County, California, claimed to be representing Hammond Lumber Company of California, operating chiefly among lumber dealers, this city, about month ago, selling Arizona oil claims; also recently operated in West Somerville, Massachusetts, among lumbermen. Method of getting acquainted in city as follows: Approaches most leading lumbermen and represents as being connected with Hammond Lumber Co., and advises he is inspecting eastern coast with intention of establishing distributing yards to bring lumber from Pacific Coast through Panama Canal. He got into good graces of a prominent family, as well as the head of the business, during which time he advised of oil proposition which had just been recently presented to him and stated had only few claims left of Arizona proposition at \$10.00 each. One claim only to be sold to one person. Sometimes only operates through employees of businesses and evading principals.

Description: About 57 years old, weight about 200 pounds, sandy complexion, somewhat cross-eyed. Apparently always uses name James B. Wilson. Has very intelligent appearance. Is not known by Hammond Lumber Co. So far have been unable to learn of his ever living at Eureka, California. We are exceptionally anxious to catch this man.

FROM FREMONT, NEBR.

Recently a man by the name of H. E. Rudge (married), a moving picture machine operator, came to Fremont, Nebraska, from Omaha, Nebraska, was here a short time and took leave of absence without saying anything to anybody about it. He is supposed to be somewhere in the south.

He is a short, heavy set man, smooth-faced, sandy colored hair, blue eyes. He belongs to the Machine Operator Union. If anybody learns of his whereabouts, kindly notify J. D. Butler, 408 Karbach Block, Omaha, Nebraska, or H. L. Himes, Fremont, Nebraska.



**One Hundred Dollars
Reward**

Offered for information that will lead to location of Glenn W. Carney, whose picture appears above. Married; 39 years of age; wife's name Genevieve; has two sons, 4 and 6 years. Notify

E. H. YONKER, Ohio State Detective Agt.

5 West Main Street, SPRINGFIELD, OHIO

Care of Sterling Jewelry Co.

FROM YOUNGSTOWN, O.

Kindly print warning against a bad check worker who issued a check in Youngstown for \$50.00 on a \$25.00 purchase. He is described as being five feet, seven or eight inches tall, weight one hundred forty pounds, light complexion, Southern accent, wearing light checked suit, and soft hat. Is thirty-five to thirty-seven years of age. Made his check payable to Claude C. Wortham, and signed George E. Morrison, District Engineer U. S. Geological Survey.

FROM GREELEY, COLO.

R. C. Stone, age 26, formerly of Greeley, Colo., under arrest here for the charge of passing worthless checks on Greeley Banks for \$50.00 each, has been hiding in Denver for several weeks.

FROM ST. JOSEPH, MO.

L. M. Norton, formerly of Memphis, in tire business. Left St. Joseph after giving several checks. He was 30 years old, dark complexioned, height five feet eight and one-half inches, and weighed about one hundred and fifty pounds, and wore a brown suit and felt hat when leaving town.

LOOK OUT FOR FEDERAL BANK NOTES.

Two raised Federal Bank Notes have made their appearance in Pittsburgh, within the last ten days, and the operators have been very successful in passing them. Some stores having taken, during that time, anywhere from six to a dozen.

The following is a description of the bogus bills: A \$2 Federal Reserve Bank Note of Cleveland, series D, raised to \$10. The best way to detect them is to watch for \$10.00 notes with Jefferson's portrait on the face of same.

One dollar bills raised to \$20.00. Watch for \$20.00 notes with portrait of Washington on the face. These bills have been raised so skillfully that they almost defy detection.

\$25.00 REWARD.

We will pay \$25.00 reward for any information that will locate Mr. Edward Stafford, formerly of 1244 Franklin Ave., of this city.

He was once in the doll dress business here and at one time operated a barber shop at 1329 Franklin Ave.

We understand that he also operated concessions at carnivals and picnics, and sometimes travels with a circus, and in our last report, obtained from the Commercial Credit Co., of this city, we were informed that he originally came from Peoria, where he operated a barber shop for about twenty years. However, the Police Department of Peoria fail to locate this man or any information that would show he has ever operated at this place.

Remedial System of Loaning, Inc. St. Louis

CHECK ARTIST CAUGHT IN TULSA.

Officer Squires was on the job the other day. On page 2 of the Tulsa Bulletin for October 1st appeared a warning on J. W. Williams, alias McDonald, accompanied by woman and child, wanted in Kansas City and elsewhere. Williams came to Tulsa (thereby hangs the tale), and the tale is that he was arrested and turned over to Ft. Worth, where he was badly wanted. Kansas City and the National office were informed at once of his arrest. Quick work. (Congratulations, Tulsa.)

COLLECTION AGENCY EXPOSED.

The U. S. Detective Bureau of Wichita has been closed up by the government on the charge of using the mails to defraud. It is claimed that company took \$50,000 away from Kansas merchants during the past year. The so-called "detective bureau" claimed that it was in the business of collecting old accounts for merchants, and also offered protection from store robbers.

FROM WACO, TEXAS.

Bad check passers are operating all over the country now, as probably never before. It is absolutely necessary for your own protection that you require PERSONAL IDENTIFICATION.

Many of them are very clever and use checks printed on high grade paper and amounts are written in with protectograph.

We are just in receipt of the following letter from the Chief of Detectives of Houston:

"Under date of October 9, 1920, the following described forger operated against our merchants.

"Age 38 years, 5-11 height, 160 pounds, clean shaven, medium complexion, looks to be a construction laborer, using the name of George Morris, has woman with him described as being medium heavy set and looks to be Jewish or Italian, also has child 3 years of age and one about 8 months of age.

"Check described as follows: THE JAMES STEWARD AND CO., INC., CONTRACTORS. Series number 2500, on the Union National Bank of Houston, Tex., made payable to George Morris and signed by C. L. Stewart, the amount averaging from \$55.00 to \$55.95, amount written with check writer. Claims to be working for these contractors and said check to be pay check.

"These parties operate on merchants on Saturday afternoons, making small purchases and receiving change. If they are apprehended, detain them and wire me and men will be sent with proper papers for them.

"The Stewart Construction Co. is a Houston concern and they may use some contractor's name of your city."

GOOD THINGS TO KNOW.

Photographs Appearing on National Currency:

100 dollar bills—Knox.
 50 dollar bills—Sherman.
 20 dollar bills—McCullough.
 10 dollar bills—McKinley.
 5 dollar bills—Harrison.
 1 dollar bills—Washington.

On Federal Reserve Notes and Federal Bank Notes:

1000 dollar notes—Hamilton.
 500 dollar notes—Marshall.
 100 dollar notes—Franklin.
 50 dollar notes—Grant.
 20 dollar notes—Cleveland.
 10 dollar notes—Jackson.
 5 dollar notes—Lincoln.
 2 dollar notes—Jefferson.
 1 dollar notes—Washington.

FROM KANSAS CITY, MO.

Quite a number of our stores have been victimized by cashing checks on the Rosedale Commercial State Bank, signed the Williams Auto Repair Co., by J. W. Williams, Mgr.

This man gave the address of 712 West 12th Street, but we are informed he only stayed there two nights. He has a woman and a small child with him, presumably his wife and child. He made some pre-tentions at the Commercial State Bank of Rosedale, and deposited a worthless check with them for collection, the proceeds of which he said he intended to apply on the purchase of a garage.

He evidently left town on Sunday night, after stocking up his wife, child and himself with a good stock of clothing and supplies purchased with these worthless Rosedale checks. All three parties dressed in new clothes. They left a trunk of old clothes at 712 West 12th Street, and numerous bad checks behind them. Also printed business cards of Williams Auto Repair Co.

The man is described as follows: Medium small man, 30 years of age, 5 ft. 6 inches tall, weight 150 lbs., medium light complexion, inclined to be sandy sharp features, wore a hat similar to a soldier hat, brown suit, pink shirt. He was quite lame.

The woman who accompanied him was young and rather pretty; 24 years of age, 5 ft. 5 inches tall, brown hair, weight 120 lbs. Boy about 4 years of age, dressed in a black velvet suit.

SHAWNEE WARNS.

"Stolen money orders No. 18889 to 19000 from station 128, New York, N. Y., and No. 19082 to 19168 from station No. 172, New York, N. Y., have been cashed by merchants for two men; one age 23 years; height 5 ft. 4 inches; weight, 140 lbs.; medium build, light complexion. Other, 24 years; height, 5 ft. 11 inches; weight, 145 lbs.; slender and dark complexion. Take special care in accepting money orders."

FROM OKLAHOMA CITY, OKLA.

A party was through here last week giving his name as Dr. McCluskey, signing checks with that name, and adding after the name D. D. S. Party represented himself to be a dentist. His method of operation was first to present himself to a real estate agent, looking for a high class home.

He was shown a home, the price of which was \$20,000, which he purchased, giving a check for \$250 on a local bank, the balance of the cash, which was to be \$10,000, to be paid October 1st, giving sufficient time to bring the abstract down to date. He next visited a furniture dealer on the strength of purchasing the property and arranged to purchase about \$3,000 worth of furniture and draperies. On the strength of the purchase he was allowed to cash a couple of checks amounting to about \$70.

The home having been purchased from a jeweler on the second day after giving the real estate man the \$250 check, he called on the jeweler and selected a high priced stone, urging that it would be set immediately. The stone could not be set in time for him to use it Saturday evening, whereupon he gave a check for same, but prevailed on the clerk to accept the check for \$50 more than the price of the stone, which cash was given him. He also placed his order for a Packard automobile.

The beautiful home which he purchased being next door to one of our leading grocers, he used that means of identification for purchasing a small bill of groceries and obtaining about \$35 in cash.

(All Checks "No Account.")

This party is accompanied by a woman said to be his wife, who is described as being 5 ft. 6 inches, rather heavy build, dark complexion, about 30 years of age and in all transactions seemed to be unassuming, and had very little to say. Dr. McCluskey is described as being at least 6 ft., possible 6 ft. 2 inches, weight about 190 pounds. Does not have the appearance of being fat but a well-built, muscular man. His age is given at about 35, dark eyes and dark hair. He stated that he was a dentist and while here wore a large white cowboy hat.

FROM TULSA, OKLA.

P. A. Smith and Wife.

Party registered at a local hotel under above name, from Ardmore, Oklahoma, then slipped his baggage out without paying bill of \$30.50. The Oklahoma Hotel will issue a warrant for his arrest if located.

He is about 25 years of age, 5 ft. 11 inches tall, weight, 125 pounds, light complexion. Was dressed in a gray palm beach suit, white with blue stripes shirt, wore a cap, was smooth shaven. Wife was small, light complexion, weight about 115 or 120 pounds, age about 21. He claimed to be and looked like an oil field worker.

FROM MASON CITY.

Watch for This Fellow.

Printed checks of American Products Co., signed John B. King, payable to F. M. Feldman, drawn on First National Bank of Cincinnati, O. Printed form reads for salary and are serially numbered. A check protector is also used. He is wanted in several places, and Mason City, Iowa, are particularly anxious.

SMILE ENOUGH TO GET MONEY.

"All that I have to say is that your city is the biggest 'sucker' town in the country, and that I could pass bad checks written on wall paper if I got an opportunity to engage the man back of the counter in a few minutes conversation."

This was part of an alleged confession made by Mrs. Nellie Austin, a well dressed and quite attractive woman of 27 years, who was arrested in Pittsburgh on charge of forgery. Investigation, according to Captain of Detectives Clyde S. Edeburn, discloses that she is a "check worker" of national prominence and has a prison record.

The operations of Mrs. Austin were cleverly conducted. The detectives attribute her remarkable success in swindling banks to a winning smile, which she lavishly bestowed on the tellers, with a flow of brilliant repartee and conversation.

"The smile and a few flattering words were quite sufficient," she said. "It was simply marvelous how they fell for the combination that I used."

FROM MASON CITY, IOWA.

Mason City, Ia., Sept. 27.—He's arrested, but where is he in custody?

Mason City is concerned in the problem for two Mason City merchants are out just \$50, and if there is any chance they want their money back.

The case involves S. M. Feldman, who passed two worthless checks in Mason City a short time ago.

The worthless paper was drawn on the account of the American Products Company of Cleveland, and were written on checks printed for that company. The man has been working in the middlewest and Mason City merchants are not the only ones that have been so accommodating as to cash his paper. Waterloo is another city where he has been working the merchants.

A few days ago the American Products Company received word from its bank that the man was under arrest. Asked where he was held, the banker was at a loss to tell. This notification of the arrest had been lost and now the man cannot be located.

A letter telling these facts was received by C. H. Barber and the local men are endeavoring to aid the company in any way possible.

Feldman had a wonderful line of bunk with

which he "soft soaped" the merchants into cashing his checks. He claimed that his name was James B. King, and that he was president of the American Products Company. He was smooth, clever and he was driving a big car and looked prosperous. They did not have any reason to doubt him.

HARRISBURG CATCH JAS. S. KING.

Says First Attempt Was So Easy He Decided to Continue.

James S. King, pleading guilty to passing forged checks in five city stores, was given a penitentiary sentence of not less than two nor more than four years by Judge Frank B. Wickersham.

The checks said to have been forged by King were for amounts totaling \$742.50. All were presented on a Saturday evening at various downtown stores. Later it was discovered that they were worthless and King's arrest followed. When taken into custody tickets for Chicago for King and his wife were found on him.

Chief of Police Joseph W. Ibach testified in court during the short hearing that King is wanted in a number of cities, among them Seattle, Jacksonville, Syracuse, Boston and Cincinnati. King told Judge Wickersham he was 26 years old, was born in Cincinnati and finding that he had no difficulty in disposing of the first check he had written, continued to draw them.

FROM THE CREDIT REPORTING COMPANY, NEWARK, N. J.

CHESTER F. W., and WILSON, CHAS., Professional Check Swindler.

Description: 5 ft. 6 or 7 in. tall; 160 pounds; stockily built; slightly stooped; carries cane and is apparently lame; mixed gray hair; wears eyeglasses when reading or writing; well dressed.

This party exhibits two printed business cards as follows:

"F. W. Chester, Standard Oil Co. of N. J. Transportation Co., Newark, N. J."

"Chas. T. Wilson, Counselor-at-law, Kinney Chambers, Newark, N. J."

Between August 16th and September 18th this party has passed 10 bogus checks drawn on the Merchants & Manufacturers National Bank of Newark, N. J., to several dealers in Jersey City, Hoboken and New York City, in amounts ranging from \$25 to \$500. Most of these checks had a rubber stamp as follows:

"Accepted Sept. 14, 1920—M. C. M., Cashier."

This evidently was to camouflage his checks as having been certified. His method of operation was to make purchases and offer checks in excess of amount bought. Some of these checks are made payable to "self or bearer." If apprehended, hold and notify Police Department, Newark, N. J.

DEPARTMENT STORE ACCOUNTING—ACCOUNTS RECEIVABLE DIVISION

Herbert L. Tayler, Bloomingdale Bros.

There is no doubt that most of those present here tonight have suffered more or less in the past under the old plan of keeping accounts receivable in retail stores by means of pen and ink work and mental computations; and when Mr. Auerbach suggested to me that I might say something to you this evening in regard to more modern methods of performing this work, I was very glad to accede to his request in the hope that I might say something which would enable others to improve their methods without going through the pioneer work which some of us have had to do, and with the cost of which we are so bitterly acquainted.

The old way with which we are all familiar was in the main the same in most stores. It involved the entry in the ledger of the total of the vouchers coming through on any day on any one account by pen and ink. It was usual to add the total of sales checks together mentally, if there was more than one, and enter the total of all these checks in the debit column, writing the amount at the same time on a tally or proof sheet and on the back of the last check, pinning all the checks together. The checks when entered in this way were handed to the biller, who typewrote them upon the customer's monthly bill. Theoretically, the biller was supposed, when she had entered all the items of the sales checks on the bill, to add up what she had done, turn to the back of the last sales check and see if the total which she had billed was the equivalent of what the bookkeeper had posted. In most houses a balance column was carried in the ledger and the balance of the customer's account was entered in this column either daily after each posting, or at the end of the month. The plan involved the footing of the ledger and the footing of the bill at some time towards the end of the month, with the view of seeing whether what the biller had entered on the bill was the same as the entries made by the bookkeeper in the ledger; but before this could be ascertained, the unpaid balances of the previous month had to be entered on the bill and included in the total. It was usual, I think, for us all to find many discrepancies between the total thus arrived at on the bill and the total in the ledger, and the process involved a considerable amount of labor for all concerned.

In 1913, the writer was in charge of one of the largest department store accounts receivable offices in the country, and can assure you that he never once approached the end of the month without a feeling of dread as to what would be the result of the month's work. For that reason it was determined, if possible, to find a way of carrying out the work of the office which would remove confusion and congestion, consequent upon the

endeavor to get bills out accurately and promptly at the end of the month.

It was not the custom in that office to close the month's work without including the purchases of the last day. We were required by the store to include all purchases made up to the last moment that the store was open on the last day of the month, and yet to get our bills out on the following day, which we did without exception, but at a terrific cost of labor and nervous energy, also of overtime work on the part of the staff. For two years from 1913 we experimented with various methods of mechanical accounting, even before the time that some of the present appliances were on the market, or at least were generally known, for we not only wanted to do away with the additional labor which our old plan called for at the end of each month, but we wished also to be able, during the first few days of a new month to get all our trial balances found; and we also felt that the customers who trusted us with their patronage had a right to expect that we should render our bills promptly on the first of the month, and that we should render them with absolute accuracy.

It is not my purpose tonight to describe to you the various ways of applying mechanical means to keeping accounts receivable which we tried, but rather to describe the method which we finally adopted, in the hope that there may be some point in it which will help others to solve their difficulties. It may be well to say here that a good system for accounts receivable involves much more than the actual way in which you do the mere entering of debits and credits to your ledger and upon your bill. From the point of view of the credit man, you must actually know that such charges belong where they are put; and the method of auditing what has been done is, therefore, almost as important as the actual doing of the work, and there must be, besides, speed and facility of reference to what has been done, so that the work of the credit department may not be interfered with by inefficient methods of getting information desired.

To any who may be considering the introduction of mechanical means for the first time or who may be wondering if the mechanical methods which they use are the best which might be had, I would suggest that they do what we were finally compelled to do—namely, to sit down quietly and work out in their own minds what they consider would be, for them, an ideal way of handling mechanical accounting. You will probably find that you cannot get that ideal way, but you will at least be able to weigh the various methods suggested to you and choose the one which most nearly approaches your idea of what would be per-

fection for your requirements. Amongst the things that you should look for in any scheme of mechanical accounting which you might finally adopt, you must certainly include proof of the fact that all the items of the month are correctly posted as to amounts on both ledgers and bills, proof of the fact that all items are accounted for and that none are omitted from either ledger or bills, proof of the fact that the old balances of the account are properly picked up in the machines on both ledgers and bills and that the resulting new balances after making your postings are correctly computed. You must prove that debit items are entered in debit columns and credit items in credit columns, and also that the items posted and billed have been so posted and billed to correct accounts. You must be able at the conclusion of the month's work to obtain your trial balances immediately and without trouble and you must finally in doing this work eliminate the labor which you have formerly had in footing thousands of bills at the end of the month and proving them out against your ledger. In addition to this, as previously stated, you must be able at any moment to tell the credit department the exact standing of any account; to do which it is necessary, of course, that you should be up to date with your posting and billing at all times.

Perhaps, the foregoing will seem a very large order with which to comply in its literal entirety, but speaking from the point of view of an accountant, I want to tell you that every single one of the things which I have mentioned can be had in the ordinary course of the day's work; and it is my privilege tonight to describe to you a method by which all the proofs which I have here indicated may be obtained, and may be obtained automatically as a part of the general routine of the office.

There are three kinds of ledgers kept in department store accounts receivable departments—the itemized ledger, the detailed ledger and the skeleton ledger. The itemized ledger, as you know, is one which is merely a copy of the bill and tells you not only amounts that the customer owes but also the articles purchased. Such a ledger is unsuited to the plan which I am to tell you about, as is also the skeleton ledger, which is simply an entry in the ledger once a month of the total of the customer's account. The detailed ledger, which is the one I shall refer to, is one which does not tell you the items that the customers purchase day by day, but does tell you the amount of such daily purchases; and what is said of purchases is true also of merchandise credits and cash; and now we come to a description of the dual plan of department store accounting, and because of the misuse of the word "dual" by some of the houses whose business it is to sell mechanical accounting devices, I want to explain at the very outset that by the word "dual" I mean just what the word implies, namely, the keeping of the ledger as a separate operation entirely from the making of a bill. I do not mean by that, that you shall simply make a bill and then throw a

stored-up total obtained from that bill on to a ledger sheet, for if that stored-up total is inaccurate because of an error made in making a bill, your ledger is also inaccurate because you have not produced it as a separate operation. True, it balances with your bill, but both are wrong to the same extent.

To properly carry out what is known as the Dual Plan of Accounting, a procedure somewhat as follows is involved:

The charge checks which are to be put on the customer's account are collected from the various authorizing stations at intervals of about one hour, starting at noon. They are taken by the messenger who collects them to the audit department, where they are roughly sorted according to the ledger division to which they belong. This is accomplished by having in the audit department a set of pigeon holes marked with the various divisions into which your ledger controls are divided. For instance, the first control might be for the letter "A," the second control might be for the names beginning with "BA" and the third control from "BE" to "BK," and so on. The checks are put into the pigeon holes in the divisions to which they belong every time they are collected from the authorizing stations and remain in that rough order until late in the afternoon, when they are taken out of the pigeon holes and sorted in strict alphabetical order by ledger divisions; so that by the time the store closes you have your sales checks all ready to be entered upon the ledger save for the few that remain uncollected at that time. These few are obtained immediately upon the opening of the store the following morning and in a few minutes are sorted into their place with the rest of the sales checks. The whole day's work is then handed over to the bookkeeping department for entry upon the books.

Whilst waiting for this work to be done, however, the accounts receivable department is not idle. The cash received during the preceding day is as a rule much lighter than the sales checks and, therefore, the girls who run the bookkeeping machines begin their day's work immediately upon entering the store by posting cash. Neither are the billers idle, for whilst the audit department is completing the sorting of the sales checks, and whilst the girls who run the bookkeeping machines are occupied in posting the cash, the billers have taken the merchandise credit slips and are checking them off against the bills to see that the customers returning the merchandise were actually charged with such merchandise. By the time the cash is posted by the bookkeeping operator and the merchandise audits checked by the billers, the audit department has completed the assorting of the sales checks and the work of the day goes forward smoothly and without any delay.

The method of entering the books which I am going to describe involves that your mechanical machines shall be divided into sets of three. One of the machines is used by the operator who posts to the ledgers and the

remaining machines are used by billers, who will put upon the customers' bills the amounts that have been posted to the ledger. The reason for this is that the operator who posts the ledger, not being handicapped by any necessity to describe the articles purchased, is able to handle about twice as many vouchers per day as a biller can bill. In order that neither of the billers in the set shall be without work, it is customary for the girl who does the posting to divide the set into two parts—one part for one biller and the other part for the second biller. She posts a unit of work on the ledger of biller No. 1 first and follows that by a unit of work for biller No. 2, returning to post a second unit of work for biller No. 1 and then a second for biller No. 2. In this manner each biller is kept constantly supplied with work. The posting operator receives the sales checks as already indicated from the audit department. The manner of procedure is for her to take a unit of sales checks on the first part of her set and place it on the shelf on the right side of her machine. On the left side of her machine she has a rack which holds her ledger binder. She opens the binder and places it in this rack and then taking the first sales check, she removes from the ledger the sheet upon which that sales check is to be entered and puts it in her machine. She then picks up in her machine the amount of the balance that the customer now owes, posts her sales check, looks at the next check to see if it belongs on the same account; if it does, posts that also, but if not, she writes out the balance which her machine indicates is now owing by the customer, which is the sum of the old balance put in the machine plus the new posting now made. She removes the sheet from her machine and returns it to the binder at the place from which she took it; examines the next sales check, obtains from the binder the corresponding ledger sheet, makes her new entry on that sheet, and when through returns it to its place in the binder, and so on through the whole unit of work. Meanwhile, while she has been doing this, the machine has been keeping an accurate record of all the old balances which she picks up, all the postings which she has made, and all the new balances which have been created. Not only has the machine been keeping this stored up, but by means of a carbonized tally roll which works behind the ledger sheet, she has also been showing on this tally roll an actual impress of all that has been done in the money columns of the ledger sheets. When she gets through with the unit of work, she has on her tally roll not only a list of all old old and new balances and postings made, but she actually has a total of all these postings and balances, both old and new. This tally strip she detaches from the machine, folds it and places it with the sales checks and passes along this unit of work to the supervisor. The supervisor removes the tally strip and sends the work to the biller for entry on the customer's bill.

The biller now takes these checks and en-

ters them upon the customers' bills in the same way as the posting operator posts them to the account, the only difference being that the biller instead of entering the total of each sales check on the bill is entering the details line by line. The biller's machine, like the poster's machine, is equipped with a tally roll covering the money columns of the bill, and the operator of the billing machine, like the operator of the posting machine, is required to commence everything by picking up the old balance in the machine. This old balance, however, does not appear on the bill, but only on the margin of the duplicate of the bill, and so the customer is not confused. When the biller has completed a unit of work her machine also shows the total of the old balances which she has picked up, the total of the entries to the bill which she has made, and the total of the new balances thereby created. This work having been done, she removes from her machine the tally strip showing these figures, places it with the sales checks and hands her work also to the supervisor. We now have two records of what has been done—one showing the state of the accounts involved on the ledger and the other showing the state of the corresponding customers' bills. The supervisor opens up both tally strips, compares the totals one with the other, and if they all agree, passes that unit of work as a balanced piece of bookkeeping and billing. Should there be a discrepancy, however, between these totals, he will know that what has been done on the bill does not correspond with what has been done on the ledger, and since he has the totals of all old balances picked up and the totals of all new balances created, it is a matter of a moment's work to locate the account or accounts in which there is discrepancy. A reference to these accounts and the sales checks will instantly show whether the work of the biller or the posting operator is incorrect, and he promptly has the same corrected and the work balanced.

You will notice that this scheme does not involve any listing of the sales checks before posting or billing, neither does it involve any listing of old balances before beginning the posting or billing, or any listing of new balances upon the completion of the same, all this work being done automatically by the machine as the actual work of posting or billing proceeds.

When all the work of the day has been done (the cash and credits are posted in identically the same way as the sales checks) we are ready to turn over our slips to the auditing department, showing what sales, merchandise credits and cash, have been entered during the day on each ledger division. Since we have already proven our work, it is not necessary for the audit department, unless they so desire, to add the vouchers over again to see if they total correctly; and the audit division can, therefore, immediately start to sort these checks to sales divisions, and when they have added the same on their machines with the view of entering credits to stock accounts,

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Since the machines compute balances after each entry made to the ledger or to the bill, we have eliminated the labor of footing either the ledger or the bills at the end of the month, and our accounts are ready to be mailed immediately the last entry for the month has been made.

One other thing remains and that is the trial balance. We may take it for granted that if we know that the figures of the trial balance on the first of any month are accurate, and if, by mechanical means, we automatically prove day by day that the work of that day has been correctly done, then the trial balance figures which come from that ledger at the end of the month, presuming that the same have been accurately drawn off, are bound to be correct. Our experience was that from 90 to 95 per cent of our trial balances at the end of the month proved to be "first-shot" balances. The still remaining percentage represented cases in which errors had been made in drawing off the trial, and the checking back of the trial produced the correct result.

The errors which arise in such a system of mechanical accounting as I have described are few and far between, and its value to the credit man can hardly be overestimated, as he is able absolutely to rely upon the accuracy of the work of the accounting department. Of course, no scheme of mechanical accounting will prevent a girl who does billing from wrongly describing an article. If she bills "1 Shirt" as "1 Skirt" through having inaccurately read the sales check and through not having been careful enough to see that the section from which the article was sold was the section from which shirts come and not skirts, you are practically certain to get a complaint from the customer, and no mechanical device would prevent such an error. However, we found that by supplying the billers with a list of the various sections of the store showing what goods such sections sold and insisting upon their checking illegible writing on sales checks against the sales section number, we were able to reduce such errors to a minimum. Rewards were offered for accurate billing and by entering every complaint of such a nature received during the month against the name of the biller making the mistake, we soon were able to eliminate all but a very few of such errors. This had an extremely important bearing upon the work of bill adjusting. When such errors were reported it was instantly possible for the Adjusting Bureau to make the necessary rectification. As the sales section was entered on the bill as well as the sales person's number, they would know at once that an article described on the bill as "1 Comb" was really "1 Combination Suit," since these articles come from different sections and the bill would show the number of the section making the sale.

In the store referred to there is now only one bill adjuster, who has his desk in the accounts receivable office. Formerly, there were always more than a dozen of such adjusters and they were found to be a considerable nuisance, as they were continually interfering with the work of the staff of the bookkeeping department looking up information which would enable them to settle complaints.

A very common error is made in supposing that such a scheme of accounting, as is here indicated, is more expensive than a scheme which uses a copy of the bill as the ledger sheet or one which makes the bill first and then throws the total of the daily posting, as accumulated on the bill, on to the ledger sheet, subsequently picking up the old balance on the ledger and computing the new one. Such an idea we found to be quite erroneous, for two reasons: In the first place, the time taken to align the bill, the duplicate bill, which acts as the ledger sheet, and the necessary proof sheet, together with the fact that in order to show posting to the right account it is necessary to write the customer's name on the proof sheet every time a posting is made to the account, takes as long, if not longer, than doing the posting and billing operations independently, and moreover, many of the accounting

checks which are absolutely necessary to accuracy are not obtained; and so, supposing that any time could be saved in doing the actual accounting work, such saving of time would be more than counterbalanced by the time that would have to be taken following the rendering of the bill in adjusting errors made in billing, owing to the fact that any error which was passed by a posting operator is not subject to check by any other operator.

In the second place, time has to be consumed in putting and aligning ledger sheets into the machine and picking up an old balance and computing a new balance, which is the same as if the work had been done by independent operations. Moreover, time has to be taken in these methods to establish a pre-determined total of all the postings to be made and also running off a list of either the old balances to be picked up or the new balances to be created, or both, the machines used in this method not being equipped as a rule with a sufficient number of adding accumulators to carry full totals of postings made, old balances picked up and new balances created. Then again, the item of being able to prove postings to the right account is extremely valuable, as there is nothing which displeases a customer quite so much as to find items entered upon her account and a bill presented to her for merchandise which she did not purchase. **To refrain from offending a customer is a far more valuable asset to a store even than the prompt adjustment of a complaint when made.** This, of course, is a feature that appeals especially to credit men, who are always striving to obtain and keep the good-will of the store's customers. From the point of view of the executives of the store, the dual plan also is of great advantage because of the fact that trial balances are so readily obtained and constitute a proof of the fact that the accounts receivable work is being done as it ought to be done. In the accounts receivable office itself the advantages are, of course, much greater. There is little or no confusion or congestion in the office during the closing days of the month. There is no correcting of an accumulation of errors, which are developed by a checking out of the bills against the ledger because these are corrected automatically as they occur day by day, and the machines prove that the computations required in each account are made accurately as such account becomes active from time to time during the month. In a word, the mechanical method described spreads the labor of doing the accounting work evenly over the entire month, save for the fact that the volume of work to be done may change from day to day, according to the volume of sales made day by day. Perhaps, however, the chief secret of obtaining a proper method of mechanical accounting depends upon a careful analysis of what is required to be done and the taking of extreme care to patiently train and instruct the operators in their duties more than upon anything else.

It is the writer's experience that the scheme

outlined in this paper can be made to produce the very best results if properly followed out. It is not a mere matter of theory, but an actual matter of fact, that you can eliminate almost all the errors which have marred the bookkeeping of retail stores in the past, and you can also at the same time turn out a very much increased volume of work by means of the dual plan of mechanical accounting. It is easily possible for an operator who runs a posting machine to maintain all the year round an average of 1,000 postings per day, and the biller can, with the greatest ease if she is properly instructed, maintain an average billing output of 500 vouchers per day during the whole year. In times of pressure, operators can turn out a far greater volume of work than has been indicated, and yet, notwithstanding this high volume of output, the work can be done with absolutely accuracy.

Before concluding what I have to say, it might be well to touch on some matters not strictly bookkeeping procedure.

FIRST—Information for the Credit Department. The method of supplying the credit office with necessary information varies necessarily with the location of the bookkeeping office and the credit department. If the two offices are side by side, the problem is simple, but if they are removed, as is very frequently the case, to a considerable distance from each other—the credit department being as low down in the store as is practicable, for the convenience of customers, and the bookkeeping office possibly on the top floor where space is less valuable—the problem is more difficult.

One of the best arrangements that the writer has seen where the offices are removed, was one in which the credit department was connected with the bookkeeping office by means of Lamson Pneumatic Tubes. The tubes at the bookkeeping end were in the center of the office and a girl sat on a raised platform at the terminal of the tubes to attend to all papers which came up. From her stand overhead wires ran to the end of each bookkeeper's desk and as soon as a request for information was received through the tube from the credit department, the girl shot it along the wire to the desk of the bookkeeper concerned. The bookkeeper filled out the information blank, returned it over the wire to the raised platform, and the girl in charge of this platform sent it down the pneumatic tube to the credit department. Three minutes was allowed to complete the whole process and was rarely exceeded except in times of great pressure, such as at Christmas.

The rule of this office in regard to this kind of work was that all requests from the credit department should take precedence of any other work. The credit department, however, were required to put requests for information which were urgent on pink colored slips, especially designed for the purpose. White slips received from the credit department were dealt with in the ordinary course of business, but anything on a pink slip received instant at-

tention. The pink slip was used either when a customer was waiting for information at the credit department or when a credit man needed information to decide whether or not to O. K. a charge. The slip showed name and address and account number of the customer, the exact amount owing on that date (not at the end of the preceding month), and age of the account. In a separate space we showed also the amount of the last payment made and the highest amount that the customer had previously owed at any time as far back as the current ledger went.

This arrangement was found to work extremely well, and the credit office were always perfectly satisfied with the speed made in getting the information down to them.

SECOND—Over Limits. Over limits were reported to the credit department daily on a form designed for the purpose. The bookkeepers entered the name, address and account number of the customer as they were doing their posting. They also showed the limit and the amount owing.

These sheets were sent to the credit department each afternoon after the posting for the day had been done. In posting credits, should merchandise returned or a payment of cash bring an account reported as over its limit down to the amount of the limit or under, this was written on the same form in red ink to draw the attention of the credit man to the fact that the account was once more within the limit set for it.

The credit man, upon receipt of these sheets (a separate sheet was made for each letter of the alphabet) determined whether or not they wished to change the limit or put a stop mark on the account. If they did, they marked the sheet showing the change that should be made and sent same back to the bookkeeping office, at the same time circulating a memorandum among the various authorizing stations to the same effect.

THIRD—Collections. The method of giving information to the collection department was as follows:

It was taken for granted that the credit department and the collection department were not interested in accounts that remained under the limit and were paid promptly month by month. Therefore, no attempt was made to give them information in such cases. However, the credit department was advised, as already stated, of accounts that exceeded the limit and the collection department was advised of accounts that were not paid at the time when they should be paid. The method of doing this was to make a collection register.

Blank sheets were sent up from the collection department to the bookkeeping department immediately after the conclusion of each month; and, starting on the 10th of the month, bookkeepers entered on the collection register sheets, the names, addresses and account numbers of accounts not paid by that time, showing the indebtedness of the customer and the age of the account. For instance, if the ac-

count were six months in arrears, the collection registers would show the net amounts purchased during each of those six months and the total owing. These sheets were sent to the collection department as fast as they were written by the bookkeeping department, that is to say, a certain number (all that were written) were sent down each day. It usually took from the 10th to the 14th or 15th of the month to complete this work. The collection department, upon receipt of the register sheets, determined whether or not to send a statement to the customer or to write him. This work was done directly from the collection register sheet, a notation being put on the sheet as to the action taken. The sheets were then filed in their alphabetical order by ledgers in the collection register binder which was kept in the collection department for permanent references.

FOURTH—Special Suspense Accounts. It sometimes happens that items charged to a customer are in dispute and that the matter cannot be handled by the ordinary adjustment machinery of the store, owing to the nature of the dispute. It is advisable, I think, to transfer such items that you know it will take a long time to clear up to "special suspense account" so as to avoid the necessity of starting a customer's bill each month with an item of "account rendered" which it is known cannot be cleared up for some time. In this way you avoid the appearance of dunning a customer for the item during the time that it takes to make proper investigations as to whether or not she should pay. We found it advantageous to follow the same procedure in regard to balances owing by a deceased customer, which charges were to be paid out of his estate. In this case the widow could continue purchasing through the regular account without being bothered with an account rendered each month which could not be settled until the estate was dealt with. Such accounts will be found useful also in all kinds of disputes and if they are kept in a suspense ledger they enable you to keep your accounts receivable department clean and free of all disputed amounts.

In conclusion, there will be found attached to this paper samples of ledger sheets, samples of units of work on the ledgers and on the bills, together with samples of proof strips used for billing; and the writer will also be glad to give information on troublesome points to any member who should care to inquire for the same.

It is hoped that something that has been said during the course of this brief may be found useful to other members of the Association.

OUR NEW ROSTER

A complete roster of membership in Retail Credit Men's National Association is a great collection help. The National Office can furnish for one dollar.

RELIABLE COLLECTION SERVICE

ALABAMA, BIRMINGHAM.

Mr. W. V. Trammell, Merchants Credit Association, 223 First National Bank Bldg.

ALABAMA, MOBILE.

Mobile Adjustment Co., 511 City Bank Bldg.

CALIFORNIA, LOS ANGELES.

Mr. H. G. Bittleston, 215 Delta Bldg.

Retail Merchants Credit Association, Inc., 300 I. W. Hellman Bldg.

Mr. A. P. Michael Narlian, 415-417 Higgins Bldg.

CALIFORNIA, SAN FRANCISCO.

Edwards Mercantile Agency. H. N. Edwards, E. E. Bruner. Western States Life Bldg., 995 Market St.

CONNECTICUT, HARTFORD.

Connecticut Credit Bureau, 415 Palace Theatre Bldg.

ILLINOIS, CHICAGO.

Mr. Frederick L. Davies, Credit Reference Exchange, 35 S. Dearborn St.

IOWA, DES MOINES.

Credit Reference and Reporting Co., 312 Crocker Bldg.

KENTUCKY, COVINGTON.

Credit Men's Association of Northern Kentucky, Covington, Ky.

LOUISIANA, NEW ORLEANS.

Business Men's Credit Bureau, 1919 Maison Blanche Bldg.

MASSACHUSETTS, SPRINGFIELD.

Mr. Claude King, Pres. Beacon System, Phoenix Bldg., 307 Main St.

MICHIGAN, DETROIT.

Adjustments-Detroit, Ltd., Suite 714 Free Press Bldg.

MICHIGAN, LANSING.

Mr. M. H. Vogel, Sec'y and Mgr. Business Men's Credit Association, 506 Prudden Bldg.

MINNESOTA, MINNEAPOLIS.

Mr. S. L. Gilfillan, Sec'y Minneapolis Associated Credit Exchange, Inc., 314 Nicollet Ave.

MISSOURI, ST. JOSEPH.

Snow-Church Collection Co., 116 Corby-Forsee Bldg.

MISSOURI, ST. LOUIS.

Associated Retail Credit Men, Chamber of Commerce.

MONTANA, LEWISTON.

Mr. P. S. Gerlings, Suite No. 1 Empire Bank Bldg.

NEBRASKA, LINCOLN.

The United Credit Bureau.

NEBRASKA, OMAHA.

The Adjustment Bureau, 208 Laflang Bldg.

NEW JERSEY, CAMDEN.

J. William Pennell & Company, 506-7 Commonwealth Bldg.

NEW JERSEY, TRENTON.

J. William Pennell & Company, 506-7 Commonwealth Bldg.

NEW YORK, BUFFALO

Retail Merchants Association, 701-16 Chamber of Commerce Bldg.

NEW YORK, NEW YORK CITY.

Mr. Herman Steinberg, 299 Madison Ave., at 41st St.

OHIO, CINCINNATI.

Mr. Ernest R. Gwinner, Mgr. The L. Roescher Collecting Co., Bell Block.

OKLAHOMA, OKLAHOMA CITY

Oklahoma City Retailers' Association. A. D. McMullen, Secretary. 517 Baum Bldg.

OREGON, PORTLAND.

Emmons & Emmons, 728-731 Morgan Bldg.

TENNESSEE, NASHVILLE.

The James Sanford Agency.

UTAH, OGDEN.

Mr. M. Stewart, Mgr. Merchants Credit Bureau.

WASHINGTON, SEATTLE.

Mr. A. R. Phillips, Pres. Asher Bros., Inc., 430-1-2-3 Pioneer Bldg.

WASHINGTON, SPOKANE.

Merchants Collection Co., 731-732 Peyton Bldg.

WISCONSIN, KENOSHA.

Kenosha Retailers Association.

American Financial Agency, Chamber of Commerce Bldg.

WISCONSIN, LA CROSSE.

Commercial Service Bureau, 314-15 Newburg Bldg.

COLLECTION IDEAS.

(From a booklet by the Mercantile Clearing Bureau of Los Angeles.)

Getting the Coin.

Any credit or collection man, or anyone granting a credit, should be well able to collect any 10 per cent claim. (A current bill of ninety days, on which an agency would charge 10 per cent commission.) He should watch accounts closely and just as soon as the account gets beyond him or his facilities he should call in the additional service that an agency has to offer him. When collections get beyond that state where you are unable to see any tangible results, it is time to give them definite action. Any thing recovered at that time is a pure gain, and should be considered as such rather than a collection expense for the commission and agency charges. By relieving himself of such accounts that demand concentrated efforts, the creditor can put his time to better purpose. And unless he has a keen insight and special training in collection work, the account simply gets nearer and nearer that graveyard of lost bills and its ultimate recovery is more doubtful if allowed to run.

Rather than make any discussion as to collection of the dead beat or obstinate classes of accounts we will cover current bills, and what is necessary to handle them.

Credit Business.

It is said that 90 per cent of the country's business is done on credit, and as human nature is not infallible, the credit man is going to make mistakes in judgment. And then you are going to take a reasonable chance, for if we did business only with the gild-edge, first-class, prompt-pay class, business would suffer many lost sales. We have to deal with human nature, one of the commonest failings of humanity being to postpone the day of reckoning just as long as possible. A vigorous, watchful system is necessary to guard against both lost and past due accounts.

Ordinarily the collection department is considered as non-productive, but it can be and should be made to be one of the constructive departments of the business, for collections are one corner of your triangle—production, sales and collections.

Capital—Paying Interest.

Capital can be best stabilized by prompt collections, for only then can the merchant discount his bills, which often represent the entire net profits. Turnover of accounts is vastly more essential than turnover in merchandise, since the former makes possible the latter. A good collection department increases working capital and saves, sometimes, thousands of dollars in interest. The mercantile agencies say that 90 per cent of business failures are due to lack of capital, which can often be traced to a weak credit or collection policy. In making a loan a bank often depreciates floating assets, including, of course, accounts receivable, to arrive at a safe basis. If your out-

standing accounts equal say, three times your surplus, and these accounts were depreciated 30 per cent, it would make a real difference in your chances for borrowing. Close collecting is essential and needs constant attention. Customers' accounts should not be carried without question, even when interest is paid, for interest is not a trading profit. The business man is not in business to loan money, and to be successful must utilize his capital in such a way that he will turn it over many times, and have it earn four, six or eight times what the customer's interest would amount to.

The Credit Man.

It is obvious the collection man must require more than ordinary intelligence. He must have patience, tact, perseverance, a keen knowledge of human nature, experience or special training. The successful collector must be well grounded in the principles of scientific collection methods. Your rights and limitations are fully understood by the dead beat, and it is essential that your knowledge and diplomacy outmatch his. This knowledge is gained generally through bitter and costly experience, although there are some very exhaustive work on the subject, each covering, however, only some part of mercantile collections.

Someone has said that the collection specialist must be a combination of nearly all the requirements which make the live business man. He must be resourceful in methods, diplomatic, courteous and, withal, capable of drastic, kind, severe, generous, relentless or amiable moods; in fact, of every temperament that fits the requirements of the task in hand, when he undertakes to separate his debtors from their money. In short, he must be everything that the other fellow is not. He must be able to generate every form of human emotion; and, if he does this, he is credited with being a thief by the debtor, and called a scrover by the client, because he charges a commission commensurate with the service rendered. A good collection specialist must be all that and more. He must be an investigator, a detective, a lawyer, an accountant, a systematizer and a social worker, showing debtors how to manage their affairs, in order to get out of debt, thereby improving credit conditions in the community.

Good Will.

The collection man must be courteous, must have it built right in him, for he will find it a valuable weapon. The old saw about molasses and vinegar still obtains, although courtesy should not be mistaken for weakness. The first consideration, of course, is the payment of the debt, but consider also the customers' good will. Harsh or threatening methods should never be resorted to, unless the collector is fully cognizant of the effects and willing to assume the responsibility.

Make the debtor feel that instead of being an enemy to mankind, that he is still human even if he owes money, that you are his friend and want to help him. Instead of hounding a man for money with the old blackmail methods appeal to some emotion that influences his

action (not reaction) to do the thing you want. Sell your collections. Insert the same principles you do in your sales. It is one thing to induce a man to take what he wants, but quite another to make him give up something that he wants. Make him see his obligation to do what he has agreed to.

The Correspondent.

Letters are probably the one most effective force in collecting either locally or out of town, and will be referred to again. The ability to write letters than get "under the skin" is an important fundamental qualification of the collector or credit manager. He should not lose sight of the fact that his letters are another form of personal contact. The same power of expression and force should be shown as if the debtor was before him. The letters should "talk." Get close to your man. Make the debtor feel your presence. Go after him promptly and regularly. Go to him as you would talk to him. Show him the advantage of prompt payment. Show him every disadvantage. Set him thinking.

The Collector.

The collector, as the credit man or correspondent, should be far from that roughneck type of individual who belonged to the period above described. He should be equipped with manners, ability and dress of a man to represent a high-class house. He should be tactful, courteous, energetic, resourceful and persistent, who would not reflect against your house. What is the use of expensive advertising, smooth-tongued salesmen and your high-priced sales efforts if it is all torn down by some ignorant, insulting, offensive methods on the part of a collector? Nothing is so humiliating to the average man or woman. In the event of non-payment he should get a definite promise and bring back a fund of information regarding debtor, his apparent financial standing, his neighborhood, his reputation, etc. It is a good idea to pay a salary and commission, which adds an incentive to good work.

The Law.

The collector need not be a lawyer (in fact, most lawyers are poor collectors, except the few who specialize in this branch of work), but he needs to have a sound knowledge of fundamentals so that he will not get himself or his firm in trouble. He must know every advantage in his favor, what he can and can not do. He should know the statutes covering use of the mails, above referred to. He should be familiar with collection procedure, collection defenses, the statute of limitations, the statute of frauds, laws regarding infancy liability of husband and wife, set-off and recoupment, exemption statutes (in California may file homestead on residence; certain specified articles of personal property not to exceed \$1,000; wages for thirty days), fraudulent conveyances, bankruptcy laws, and special statutes of his State as California Senate Bill 834, section 504a, of the Penal Code, regarding the moving, hiding or disposing of goods bought on the installment plan; section 532a, regarding the making of a statement in writing for the purpose of obtaining credit; section 476a, regarding the

giving of checks for which there is not sufficient funds, etc. He should know something about the law of contracts, so that he may know his rights thereunder and when and how to proceed with collection. Most collection agencies can render a service in these matters alone that is worth their entire fee. We have known many outlawed accounts and accounts of bankrupts collected by the highly-trained man which would ordinarily have been beyond the scope of recovery, even by most attorneys.

Classification of Debtors.

Debtors may be classified in four general divisions:

1. Prompt pay.
2. Slow pay.
3. Bad pay.
4. Won't pay, or judgment proof.

Prompt Pay.

Prompt pay customers need little discussion, except a word of caution to watch their accounts, for the prompt pay sometimes slips into another class and is hopelessly lost if proper precautionary methods are not adopted.

Slow Pay.

It is with the slow pay we must give the most attention, for the biggest percentage are found here. To refuse to sell the ones we even know are slow pay would cut off a large portion of the merchant's profit. It is your desire to sell this man and still get the money without friction and without undue delay. Don't let him become a Kelly.

Kelly prided himself on his good credit. He claimed he always paid all bills within twelve months. On day he met Casey, from whom he had borrowed \$10 eleven months prior. Being somewhat ashamed that he had not repaid the loan, and that the year was almost up, he asked Casey for the loan of another \$10, which Casey handed to him. Kelly gave it back, saying: "Here's that ten I'm owing you for the past eleven months, Casey, and now I've got a year to go on today's loan." There are too many Kellys in the world.

Bad Pay.

Under the heading bad pay we find that debtor whom we try to avoid, but whom we will get on your books despite all your care. Nothing affects him, from your simple reminders to dire threats of consequences. His promises are often very liberal, but they are not good. If you are not equipped to wear him out by one method or another, the very best thing is to turn the account over to someone who can and will without delay. The longer it runs the harder to collect and, consequently, the greater the loss in time, trouble, expense and agency fees.

Won't Pay.

The "won't pay" is the professional dead-head devoid of money, property or conscience. It should neither be written off or forgotten, but given to an agency that never gives up. If he has nothing now, he may have some time. We never consider an account totally hopeless until the party leaves the country without a trace, or dies, leaving nothing but unpaid bills.

ADDRESSES WANTED

Members are interested in locating the following persons. If you know anything regarding them, report at once to the National Office, where a record is kept of the member making the inquiry.

Members reporting names for these columns are urged to give the occupation.

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Adams, D. G., formerly Decatur, Ill., and Caruthersville, Mo.

Anderson, George R. (Negro), formerly St. Louis, Mo.; chauffeur; other addresses are: 3923 Finney Ave., 3620 Olive St., 4620 (instead of 3620) Olive was also given; all of St. Louis.

Andrew, John R., formerly with Northwestern National Life Ins. Co.; was later in the Navy, at Mare Island, Calif.; mother moved to San Francisco from Leadville, Colo., and has an apartment there.

Armitage, Helen M., formerly of Swanton, Vt.; also supposed to be in Cleveland, Ohio, and Springfield, Mass. (Nurse).

Armstrong, Roland E., formerly Chattanooga, Tenn.; employed with Finley James Supply Co.

Arnold, Jack S., formerly Chattanooga, Tenn.

Armville, Grover C., formerly Chattanooga, Tenn.

Austin, Geo. C., formerly 34 Watson St., 551 Woodward Ave.; last address, Gen. Delivery, Hartford, Conn.

Babcock, R. A., traveling out of Chicago or New York; other addresses are: 6233 Kimbark Ave., Chicago, Ill.; 121 Madison Ave.; also care of Williamson Trust Co., Memphis, Tenn.

Babican, George, formerly 1305 E. 55th St., Cleveland, Ohio.

Bakin, Chas. E., formerly 1044 3rd Ave., Detroit, Mich.

Bacher, Mrs. S. V., formerly Chicago, Ill.

Baer, Theodore Milton, formerly Calif. Apts., Los Angeles, Calif.; Mgr. American Hospital Association, San Diego, Calif.

Bailey, J. H., last address, P. O. Box, 345 Salina, Kansas (printer and engraver); worked for Williamson-Haffner Printing & Engraving Co.; not seen here since 1913.

Bailey, Mrs. Mary, 3118 Sprague; reported to have married and gone to Calif.

Bailey, Ray W. E., 1209 34th St., Seward Hotel, Seattle, Wash. (musician).

Baird, A. J., 329 S. Chandler, Tekoa, Wash.; cigar man.

Baker, J. W., formerly of Prospect St., Kent, O.

Bankston, E. H., 717 St. Louis Ave., East St. Louis, Ill.

Barber, James, formerly 52 Willingby, Ohio.

Barnes, Hugh T., formerly Nashville, Tenn.; also 2609 Essex Ave., Nashville, Tenn.

Barker, Lorenzo T., 990 E. 149th St., Cleveland, Ohio.

Barr, George W., formerly 214 Lincoln Apt., Lincoln, Nebr. (stock salesman); business address was 639 Security Bldg., Omaha, Nebr.

Bartholomew, A. J., formerly Fort Morgan, Colo.; went to Bath, Pa., in 1916.

Bauck, Edw., formerly 8501 Woodland Ave., Cleveland, Ohio.

Benson, Wm., formerly 1416 N. Howard, Calder, Idaho (Sta. Eng.).

Berry, 1428 10th St., formerly Savoy Hotel, Seattle, Wash. (shoe salesman).

Berryhill, Mrs. L. N., formerly Highland Park, Detroit, Mich.

Beyker, F. J., formerly 839 S. Jackson St., Louisville, Ky.; supposed to be now living in Cleveland, Ohio.

Bickett, Geo. O., formerly 405 Philip Ave., Detroit, Mich. (foreman, Maxwell Motor Car); reported to have gone to California.

Briggs, Mrs. A., formerly 613 N. 13th St., E. St. Louis, Ill.; husband is R. R. office employee at St. Louis; Mrs. Briggs left town and was last heard of in Florida.

Biggs, Miss Issa Mae, formerly Greenley, Colo.; also King Hill, Idaho (school teacher).

Bingham, C. A., formerly 238 Savannah Ave., Cleveland, Ohio.

Bobb, Victor C., formerly Ironwood, Mich., connected with Stocks and Bonds, now in Seattle.

Booggs, A. D., formerly of Grosse Point, Mich.; engaged in Real Estate business; said to be in Florida.

Bolds, H. H., formerly of Spangle, Wash.; reported to be in California.

Bookman, W. L., 2247 E. 68th St., Cleveland, O.

Bradbray, L. F., formerly of Nezperce, Idaho (millinery store).

Branerd, L. R., went from Odessa, Wash., to Hamilton, Ohio; brother worked in printing plant there; left Hamilton shortly afterwards to parts unknown.

Bretthauer, F. A., formerly of Sugar Valley, Ga.; also 1698 E. 9th Ave., Spokane, Wash.

Brin, Harry B., formerly of Des Moines, Iowa; said to have gone to Chicago.

Bruce, Thos. J., formerly of Amarillo, Texas; formerly a postal clerk at De Soto Station, Memphis, Tenn., then went to New Albany, Miss.

Bryon, G. R., 1964 E. 73rd St., Cleveland, Ohio.

Burnet, Herbert M., formerly of Chattanooga, Tenn., at 1200 Bailey Ave.

Burns, Miss Olive, formerly of St. Paul or Minneapolis, Minn. (musician).

Burns, Robert J., formerly Providence Bldg., Duluth, Minn., 628 Metropolitan Bldg., Minneapolis, Minn.

Burns, Robert J., formerly Providence Bldg., Duluth, Minn., employed by the Minnesota Adjustment Co., 628 Metropolitan Bldg., Minneapolis, Minn.

Burton, Harold, 3044 E. 84th St., Cleveland, Ohio.

Bushmann, R. A., formerly of Tucson, Ariz.; also at 606 26th St., Spokane, Wash.

Busselle, J. C., formerly of Des Moines, Iowa.

Cannon, James R., formerly Ford Bldg., Detroit, Mich., now in Grand Rapids, Mich.

Cargill, W. E., 7314 Hough Ave., Cleveland, Ohio.

Carlson, H. G., gone to Boone or Madrid, Iowa.

Cannoll, Sam, formerly Philadelphia, Pa., and later to Tulsa, Okla.

Case, M. M., formerly Avondale, Ala.; also 3801 Ave. E. Avondale.

Christianson, C. F., formerly of Des Moines, Ia.

Clark, Carlton, formerly 1605 Holyoke Ave., Cleveland, Ohio.

Clarkson, C. H., formerly of Des Moines, Iowa.

Cole, C. W., formerly of 4013 N. Post St., gone to Seattle, Wash.

Collins, H. G., formerly 2230 E. 83rd St., Cleveland, Ohio; also Beaver, Pa.; formerly employed in Claim Dept. of Pittsburgh & Lake Erie Railroad.

Connors, A. J., formerly at 17½ Loraine Road, Cleveland, Ohio.

Connor, Capt. R. B., formerly of 51st Infantry, Spokane, Wash.

Cook, Miss Bertha, formerly 2245 Cleveland Pl., Denver, Colo. (alteration lady and dress-maker).

Cook, C. M., formerly Box 705, Asheville, N. C.

Costello, Geo., 4322 Bush Ave., Cleveland, Ohio.

Covey, Mrs. Imogene E., formerly of Peabody, Mass.

Crawford, Robert, formerly of Memphis, Tenn., 826 Rayburn Ave.

Crews, Frank E., formerly 1765 Sherman, Denver, Colo.; Mgr. Lancaster Hotel, now said to be in California.

Crist, Otis, Boynton, Okla.; connected with Overland Petroleum Co., of Tulsa, Okla.

Curtis, J. V., formerly of Youngstown, Ohio.

Curtis, Mrs. Ruth A. (Yeo.), formerly of 129 Warren St., Brighton, Mass.

Curtis, Wm., formerly of Malden, Wash. (railroad man).

Daly, Mrs. Lillian R., formerly 429 Brookline Ave., Boston, Mass. (Nurse).

Darnell, Mrs. J. E., formerly of Seattle, Wash.

Davis, Mrs. Bob, Appleton Hotel, San Francisco, Calif.

Davis, John G., 9345 Harvard St., Cleveland, O.

Davis, Y. Royden, formerly of 130 Pleasant St., Brookline St., Brookline, Mass. (salesman).
 Davis, Miss Ruby E. (also Ellen Davies), formerly of 17 Cumberland St., New Bedford, Mass. (newspaper writer).
 Dellar, L., 520 W. 144th St., New York.
 Delorie, Anne L., formerly of Boston or Detroit, Mich., 11 Worcester Sq., Boston, Mass.
 De Ziechnner, M. J., formerly 3228 Euclid Ave., Cleveland, Ohio.
 Diamond, Capt. R. H., formerly Camp Kearney, Los Angeles, Calif.
 Dickerson, Merrell, formerly 764 Sherwood St., Sheridan, Pa., and is connected with (clerk) Penn. R. R. Co.
 Diets, A., formerly of Lewiston, Mont. (paint contractor).
 Dill, E., formerly 1106 College Pl., Johnston, Pa.
 Donnell, J. M., formerly Kildare Apts., Spokane, Wash., and left for Lancaster, Pa.; is Navy Recruiting Officer.
 Downs, Geo. M., formerly 439 Schofield Bldg., Cleveland, Ohio.
 Dudley, Elizabeth, 2029 E. 40th; is President of Dudley Apron and Dress Co.
 Durko, Mrs. Mary, 9206 Fredrick Ave., Cleveland, Ohio.
 Dunn, F. M., formerly 3628 Washington, St. Louis, Mo.; connected with Life and Accident Insurance Co.
 Dyer, A. L., formerly of Chattanooga, Tenn.
 Eckerly, Lieut. Wm. J., formerly 760 Chelery Ave., Memphis, Tenn.
 Edwards, B. P. O., formerly of Mallen, Ga.; was in insurance business.
 Eggeston, Jerome, 812 State St., East St. Louis, Ill.
 Elliott, H. J., formerly of 1847 Dahlia St., Denver, Colo., care of Arrow Photo Plays Co.
 Engstrom, Carl, formerly 1193 E. 86th St., Cleveland, Ohio.
 English, Robert, 1708 E. 60th St., Cleveland, O.
 Enright, Mr. B., formerly Lockport, N. Y.; also Buffalo, now said to be in Detroit, Mich.
 Evenson, E. C., formerly with Evenson Concession Co., Cleveland, Ohio.
 Farnham, Glen, formerly of Spokane, Wash.
 Ferrell, A. S., formerly at 343 Detroit, Mich.
 Ferrell, R. O., formerly of Columbia, S. C.
 Finesilver, Edward, formerly of 6107 Hawthorne Ave., Cleveland, Ohio.
 Fitzpatrick, Miss Ruth, either at Portland, Ore., Salt Lake, or Butte, Mont.
 Foll, H. M., formerly Sioux City, Iowa; salesman for Interstate Oil Co., and at one time was manager at 5 and 10 cents store, at Hutchinson, Kansas.
 Fontaine, M. H. F., formerly of Seattle, Wash.; also representative of Haller-Fontaine.
 Ford, Miss Grace, formerly at Plaza Hotel, San Francisco, Calif.
 Fraser, A. S., formerly St. Joe; was employed by Milwaukee Land Co.
 Frazier, G. S., formerly 1648 Market St., Hilliard, Wash.; also ex-service man.
 French, Mrs. W. W., formerly of Seward, Alaska; was formerly Miss Claire Beardley, of Leavensworth, Wash.
 Funderburk, W. A., Birmingham, Ala., formerly 213 N. 16th St.
 Funk Bros. Mfg. Co., 403 Republic Bldg., Cleveland, Ohio.
 Gable, G. E., formerly with Southern R. R., of Chattanooga, Tenn.
 Gartley, P. C., of 173 Adams St., Spokane, Wash.; salesman for Auto Co.
 Gates, R. W., formerly of Spokane, Wash.
 Geddes, F. W., formerly 1154 Morse Ave., Chicago, Ill.
 Gever, C. D., formerly with Western Union, St. Joe, Mo.
 Gillespie, Mrs. B. M., 4121 Delmar Blvd., was Asst. Secy. at Ben Franklin Club, St. Louis.
 Glasses, S. F., said to have gone to Detroit, Mich.
 Gloy, Mrs. Neta G., 1128 Lincoln St., Denver, Colo. (hairdresser).
 Hammond, Frank C., Westminster Hotel (mining promoter); also Hotel Frye, Seattle, Wash.
 Harp, W. L., 529 S. 12th St., Louisville, Ky.
 Harper, Charles (baker), of Alberta or Saskatchewan.
 Hartman, W. H., 1216 E. 168th St., Cleveland, O.
 Hawkins, T. M., formerly of Raymond, Nebr.
 Hawkins, W. W., 4518 N. Market St., Louisville, Ky.
 Hay, George S., accountant, 1925 Riverside Ave., Spokane, Wash.
 Hayes, Mrs. E. G.; husband plays county fairs; Spokane, Wash.
 Heenan, W. B. of Louisville, Ky., formerly with J. I. Case Plow Co., of St. Louis, Mo., said to have gone to California.
 Heiner, Mrs. R. C., 615 4th Ave., Spokane, Wash.; Major in Army, located at Presidio, San Francisco, Calif.; also of 4027 Ardley Ave., Oakland, Calif.
 Hocklemeyer, F. W., R. F. D. No. 1, Behrwald Ave., Cleveland, Ohio.
 Hoffer, Miss Zola, 765 Quebec Pl., Washington, D. C.; employed by National Coal Admst.
 Horwell, B. A., R. F. D. No. 2, Savannah, Ga.
 Howard, Mrs. J. L., 309 West Boulevard, El Paso, Texas.
 Hoffman, W. J. E., 1518 Cataldo, Spokane, Wash.
 Hughes, J. C., care Stapleton-Browns Co., Fort Worth, Texas; also connected with Texas Motor Co. (salesman).
 Hull, H. C., 1236 Kingshighway, St. Louis, Mo., connected with St. Louis Dairy Co.
 Jabin, S. T., Little Rock, Ark.
 Jones, Clifford W., formerly Ames, Iowa.
 Johnson, Lieut. H. W., formerly 54th Infantry, U. S. Army.
 Johnson, J. W., 9513 St. Claire Ave., Cleveland, Ohio.
 Johnson, Ralph E., ex-soldier; also care Smith Motor Co., Tulsa, Okla.
 Johnson, R. S., 342 Lincoln Ave., Detroit, Mich.
 Johnson, Wm. H., 7324 Central Ave., Cleveland, Ohio.
 Johnson, Mr. Willis, of Atlanta, Ga.; supposed to have moved to Indianapolis, Ind., and later to Cleveland, Ohio; automobile garage man.
 Johnston, Harry R., 1853 E. 75th, Hotel Regant, Cleveland, Ohio.
 Jones, Miss Margurite, 324 Poplar Ave., Memphis, Tenn.
 Joslin, H. M., 1129 Woodland Ave., Cleveland, O.
 Kaiser, J. D., Euclid Hotel, Cleveland, Ohio.
 Kantrowitz, Meyer; also Meyer Kantro, Indianapolis, Ind.
 Keehl, Mrs. A., 102 Lake Front Ave., Cleveland, Ohio.
 Keister, Fred, 1529 Pontiac Ave., Cleveland, Ohio.
 Klugman, F. R., to have gone to New York City; formerly of Des Moines, Iowa.
 Kun, Geo., 2729 E. 79th St., Cleveland, Ohio.
 La France, Miss Evelan (nurse); supposed to be in Cleveland, Ohio.
 Lambdin, Lieut., 17th Machine Gun.
 Leahy, Mr. and Mrs. M. J., 3412 Eads Ave., St. Louis, Mo.; now in Memphis, Tenn.
 La Mountague, Albert, 2823 E. 113th St., Cleveland, Ohio.
 Leland, C. M., care Old Colony Club, Chicago, Ill.
 Leskai, Mike, 8120 Holton Ave., Cleveland, Ohio.
 Lewis, Henry I., 3715 Cedar Ave., Cleveland, O.
 Liberty, George J., 199 Rudolph Ave. (automobile business), Boston, Mass.
 Mrs. Josephine G., 509 Audubon Rd., Boston, Mass.
 Lonzi, Nick, 134 Woodworth Rd., E. C. Cleveland, Ohio.
 McArthur, Miss Theresa, Bauxite, Ark.
 McCollaps, W. C. and Catherine, R. F. D. No. 2, Brunswick, Ohio.
 McCombs, Chas. H., 16 Biersford Rd., Cleveland, Ohio.
 McMinley, Mrs. Minnie, 517 Columbus Ave., Boston, Mass.; now to be in Canada.
 McRenolds, Wm., 10309 St. Claire Ave., Cleveland, Ohio.
 MacDonald, Catherine S., care A. E. F. in France (nurse).
 Maher, W. J., formerly of Des Moines, Iowa.
 Martin, Mrs. Bernice G., 496 Harvard St., Brookline, Mass., said to be in St. Paul, Minn.
 Mason, Mrs. L. G., 4121 Delmar Ave.; keeps rooming house; formerly employed at Union Elec. & P. Co., St. Louis, Mo.
 Massey, Miss Neille, 1316 N. 19th St., St. Louis, Mo.
 Mattson, Miss Hulda, formerly of Spokane, Wash.
 Meade, R. D., of San Antonio, Texas; is an auto salesman.
 Melrose, E. P., formerly of St. Louis, later Chicago, Detroit, Fort Wayne and Indianapolis, Ind.; while in St. Louis was connected with a billiard hall.

Mercer, J. O., 1014 Union Ave., Memphis, Tenn.; traveling salesman in Clarkesdale, Miss.

Mervin, E. C., Eagle Block, Great Falls, Mont.; is a mining man.

Meyer, N. M., 2153 E. 40th St., Cleveland, Ohio.

Meyerson, Benjamin, 9006 Quincy Ave., Cleveland, Ohio.

Mihalidis, John, 2304 E. 8th St., Cleveland, Ohio.

Miller, Jesse C., formerly of Ottawa, Iowa.

Monahan, Patrick, 4319 Gibson Ave.; moved to 5943 Ridge, later was in Texas; formerly of St. Louis, Mo.

Morrow, Mr. and Mrs. Harvey W., 4121 Delmar Ave., St. Louis, Mo. (switchman for Terminal).

Nelson, Mrs. J. W., formerly of Little Rock, Ark.

Norcross, George, 1423 Robinswood Ave., Cleveland, Ohio.

Nicholls, George A., 13615 Lake Shore Bldg., Cleveland, Ohio.

O'Dowd, Charles, formerly of Little Rock, Ark.

O'Dowd, Ralph, formerly of Little Rock, Ark.

Olds, Miss Blanche, formerly of Roseville, Calif.

Paris, Wm. S., 7621 Wade Park Ave., Cleveland, Ohio.

Parsons, Leon, 2573 E. 79th St., Cleveland, Ohio.

Patterson, Miss Bess (steno), in Seattle, Wash.

Pence, H. R., Wirt, Okla., care Sinclair Oil & Gas Co., of Tulsa, Okla., now in Arizona.

Perkins, J. T., 192 Courtland St., Atlanta, Ga.

Peterman, L., formerly care of Youngstown Sheet & Tube Co., Youngstown, Ohio.

Pfeifer, J. O., Irwin Apts., Nashville, Tenn.

Plescov, I., 5911 Griswold Ave., Cleveland, Ohio.

Poe, Miss Marjorie, 8566 Cedar Ave., Cleveland, Ohio.

Porter, W. K., Chillicothe, Ohio.

Potter, Edmond, 1002 E. 152 St., Cleveland, Ohio.

Powell, John, 822 E. 3rd St., Little Rock, Ark.

Prenatt, Arthur, 1866 Winchester Ave., Cleveland, Ohio.

Price, Geo. M., formerly of Charlotte, N. C.

Pugh, L. M., Kansas City, Mo., later St. Louis, Mo.; is brakeman for Rock Island R. R.

Pummary, Robert, 44 Winchester Square, Boston, Mass.; railroad man.

Puryear, Joe, 1200 N. 9th St., Jonesboro, Ark.

Rabbits, D. A., 3750 Shaber, Overland, Cleveland, Ohio.

Rader, B. M., formerly Morris Motor Sales Co., Tulsa, Okla.

Ramsberger, C. A., 1215 E. 11th St., Cleveland, Ohio.

Ramsey, R. G., 508 Clark Ave., Webster Groves, Mo., now in California.

Rosner, Albert H.; street railway conductor, Louisville, Ky.; now in California.

Rawls, Bert, Tulsa, Okla.

Reed, Henry, 214 S. Lansing St., Tulsa, Okla.

Reed, Hoyt R., Akron, Ohio.

Reed, Wm. C., Manager, Kaufman-Claise Co.

Rice, E. A., Cincinnati, Ohio.

Richert, Mrs. A., 4224 Humphrey St., later 4160 Flad Ave., St. Louis, Mo.

Roberts, L. H., Jefferson, Iowa.

Roscoe, C. T., formerly Spokane, Wash.

Ridic, Mrs. Anna, 6015 Bonita Ave., Cleveland, O.

Rundles, W. L., was in the Navy when last heard of.

Russell, C. L., Knoxville, Tenn.; J. I. Case Co., Spokane, Wash.

Rymer, A. C., 148 Williams St., Atlanta, Ga.

Saunders, N. A., Miami, Okla.

Schofield, Frank D., 13308 Hartford Ave., Cleveland, Ohio.

Searler, Joe., Des Moines, Iowa.

Seals, E. W., Chattanooga, Tenn.

Sheep, J. H., Co. L, 6th Inf., Chattanooga, Tenn.; was Lieutenant.

Shields, L. M., care Shields Studio, 12th and Grand, Kansas City, Mo.

Schockley, Charles E., Cheyenne, Wyo.; railroad man.

Sigler, Ray, Fort Worth, Texas; produce broker.

Silvana, Irma, 1017 Ansel Rd., Cleveland, Ohio.

Simett, H., 8604 Carnegie, Cleveland, Ohio.

Smith, Mrs. G. O., 1721 Dennison, Little Rock, Ark.

Snyder, H. E., 1903 High, Little Rock, Ark.

Solberg, R. E., 838 32nd St., Spokane, Wash.; left for Seattle, Wash.

Soyther, Mrs. A. G., 4012 Audubon Ave., Lansdown, 6118 N. Market St. (nurse).

Soidik, Dr. J. M., Spokane, Wash.

Stadford, Edward, 1244 Franklin Ave., St. Louis, Mo. (barber).

Stewart, P. Davis, 804 Polk St., Little Rock, Ark.

Stillham, Grant, 1231 E. 85th St., Cleveland, Ohio (welder).

Stone, Geo., Route 8, Tulsa, Okla.; Barnesdale Oil Co., Tulsa, Okla.

Straub, Miss Margurite, Park Hotel, Chattanooga, Tenn.

Sturm, F. F., formerly of Houston, Texas; window trimmer and card writer.

Suchin, John, 837 E. 139th St., Cleveland, Ohio.

Sullivan, Miss May, Box 972, Pitcher, Okla.; formerly 3842 Flad Ave., St. Louis, Mo.

Szabo, Imre, 2689 Tennyson Rd., Cleveland, Ohio.

Taktiline, Mrs. B., 243 Spahr St., Pittsburgh, Pa.; later in Baltimore, Md.

Thierman, J. H., 311 Ivory St., Spokane, Wash.

Thompson, H. M., Louisville, Ky.

Tincher, Frank, 13347 Superior Ave., Cleveland, Ohio.

Todd, Marion E., Columbia, Ohio.

Turley, G. B., 3108 Illinois Ave., St. Louis, Mo.; later Desloge, Mo.

Veres, Frank, 1106 College Pl., Johnston, Pa.

Vickery, J. E., Des Moines, Iowa.

Walker, D. A., Jacksonville, Fla.

Walker, J. H., 920 Polk St., Little Rock, Ark.

Wannamaker, C. W., Columbia, S. C.

Weaver, N. P., Lonoke, Ark.

Welch, Mrs. Gladys, somewhere around Seattle, Wash.

Werner, Mrs. Frances, Marquette Hotel, St. Louis, Mo.; also Jack and Jill Co., in the Fulerton Bldg., St. Louis, Mo.

White, C. L., Elyria, Ohio.

White, R. R., 1713 Dunn St., Cheyenne, Wyo.; is railroad man.

Williams, Mrs. I., wife of W. C., 3413 Washington Ave., St. Louis, Mo.

Wilson, G. N., 1482 Ansel Rd., Cleveland, Ohio.

Winston, Duke, M. S. R. R. Dining Car Service, Chattanooga, Tenn.

Woddy, Miss Edna, 736 E. Second St., Casper, Wyo.

Wolf, J. E., gone to Osceola, Iowa.

Wood, Mrs. Cecilia, either Portland, Salt Lake or Butte, Mont.

Woods, Harry J., Seattle, Wash. (salesman).

Wood, Emanuel (colored), 1628 Rivard St., Detroit, formerly of Maben, Ala.

Woodl, A. N., Fairfield, Ala., care American Steel & Wire Co.

Woolard, Gene, Des Moines, Iowa.

York, Charles A., formerly of Baltimore, Md.; last heard of at 306 S. Mount St., Baltimore, Md.

WASHINGTON, D. C., GETS ONE.

Arrested in Theft of Money Orders.

Harry E. Demmett, 24 years old, of Baltimore, believed to be a member of a gang which broke into a North Carolina postoffice recently and stole more than 100 money order blanks, was arrested yesterday when he attempted to pass one of the money orders on a clerk in R. Harris & Co., jewelers, Seventh and D streets northwest. The money order which caused Demmett's arrest was made out for \$65, payable to himself.

TRENTON CATCH BALLARD.

Raymond E. Ballard, of whom I advised you about ten days ago, has been brought to this city by one of the merchants whom he stuck. He is now being held for the Grand Jury.

I will keep you advised as to the progress of the case.

If there are merchants in other cities who would be interested in having him brought to their city, when we are through with him, we will keep you informed so that such can be done.

Retail Credit Statistics of Great Importance to Members

MEMBERS are urged to fill in this blank and return to The Retail Credit Men's National Association, 801-802 National Bank of Commerce Building, St. Louis, at once. The results of these reports will be published in November Credit World.

It is not necessary to sign name of firm or individual, but name of city and kind of business are very important. This department can only be made a success by the co-operation of all.

Name of City..... Date.....

Kind of Business.....

Credit sales for Sept., 1920, as compared with Sept., 1919

{ Normal.....
Increase.....
Decrease.....

Was the cash business normal, or did it increase or decrease in the same proportion?.....

Credit sales for Sept., 1920, as compared with Aug., 1920.....

{ Normal.....
Increase.....
Decrease.....

Was the cash business normal, or did it increase or decrease in the same proportion?.....

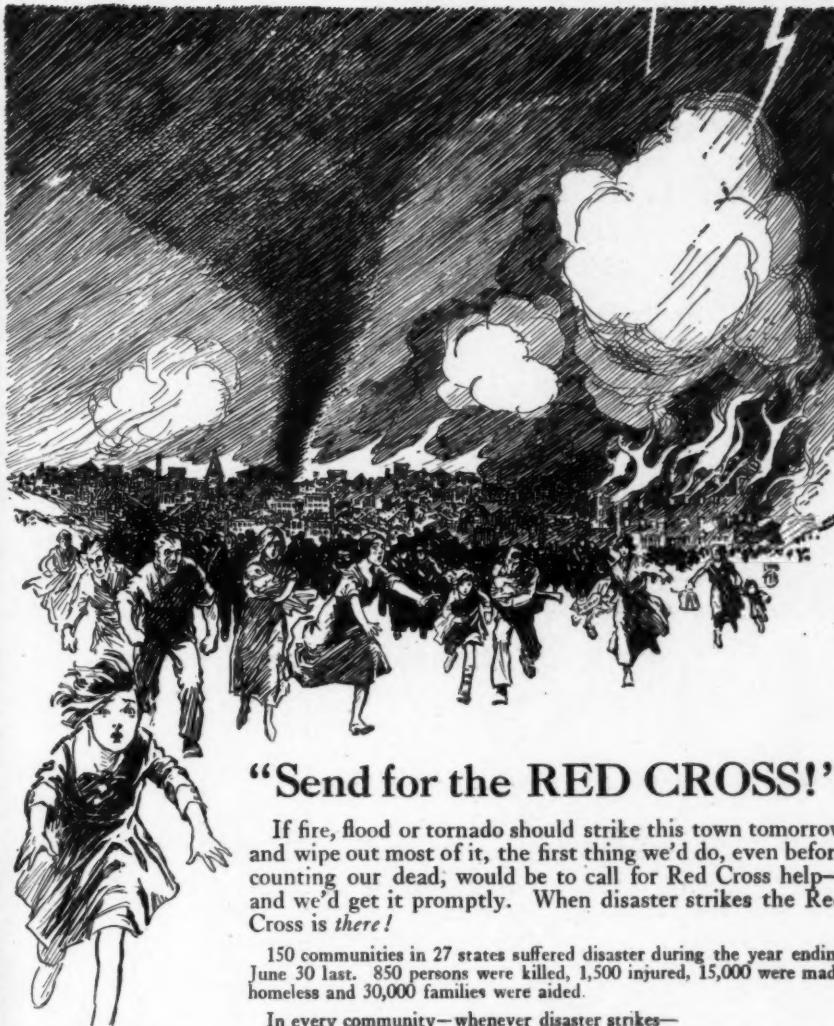
Credit collections in Sept., 1920, as compared with Sept., 1919.....

{ Normal.....
Increase.....
Decrease.....

Credit collections in Sept., 1920, as compared with Aug., 1920.....

{ Normal.....
Increase.....
Decrease.....

NOTE—This page is perforated so it can be taken from the book without injuring the binding.



“Send for the RED CROSS!”

If fire, flood or tornado should strike this town tomorrow and wipe out most of it, the first thing we'd do, even before counting our dead, would be to call for Red Cross help—and we'd get it promptly. When disaster strikes the Red Cross is *there!*

150 communities in 27 states suffered disaster during the year ending June 30 last. 850 persons were killed, 1,500 injured, 15,000 were made homeless and 30,000 families were aided.

In every community—whenever disaster strikes—

—your Red Cross is always ready to give the help that is needed—food, clothing, shelter, funds, doctors, nurses and special workers with long experience in handling similar trouble.

The Red Cross never fails us. Don't let us fail our Red Cross. Join the Red Cross or renew your membership during the

RED CROSS FOURTH ROLL CALL

NOVEMBER 11-25, 1920

RED CROSS FEATURES

Home Hygiene
Care of Sick
First Aid
Dietetics
Life Saving
Thrift
Community Service

RED CROSS PROVIDES:

Health Centers
Public Health Nurses
Service to Families
Care for Service Men
Help to Disasters
Relief in Emergencies
Information Service

Complete Information Without Duplication of Work

THE Elliott-Fisher System will place every single detail of any firm's business before the credit manager DAILY, in the most thoroughly itemized form and without extra work.

IT will show up every transaction. It will show which customers are wise and which are extravagant, which pay prompt and those who are slow remitters.

THE Elliott-Fisher Machine posts, writes statements and makes proof sheet at *one* operation. The work is proved as it is done.

TIME is saved—trial balance troubles are eliminated, good bookkeeping plus constantly visible details are possible without duplication or delay—let us refer you to an Elliott-Fisher user.

ELLIOTT-FISHER COMPANY

HARRISBURG, PA.

BRANCHES IN OVER 109 CITIES

Elliott-Fisher

Flat-Bed System of Accounting - Bookkeeping - Billing - Recording

